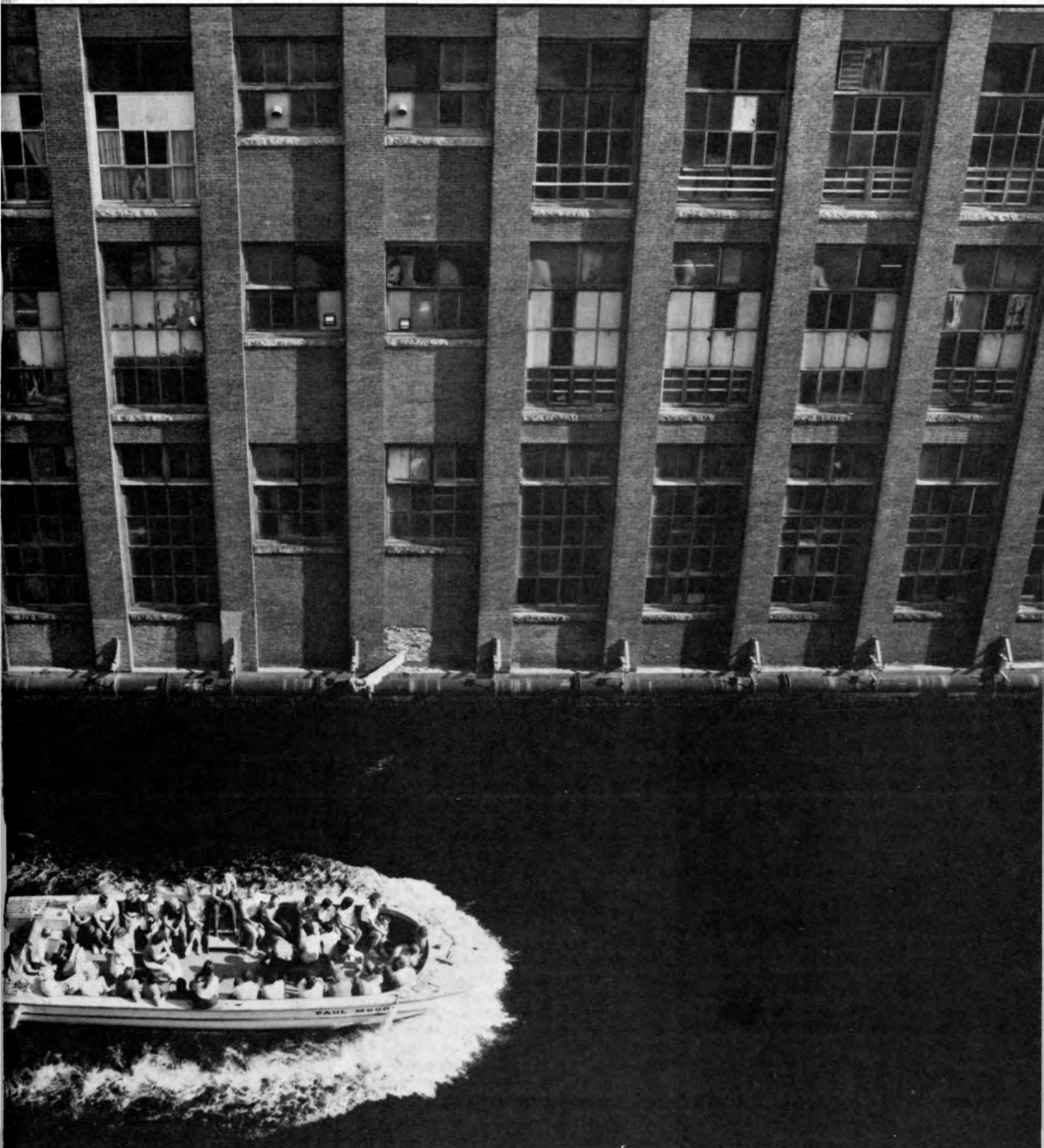




The Director's Report

By William Penn Mott, Jr.

Friends: How To Be One and Find One



We in the National Park Service are fortunate to be part of an agency that is so well regarded. Being well received makes our job a lot easier, but it isn't something we should come to expect. It is something we must continually earn—and we must be ready and willing at all times to communicate our goals and mission effectively to others.

I have felt for some time that difficulties and disagreements most often arise out of lack of communication. That's why I share with those I meet bits of information about the Service, and why I spend considerable time in the field sharing ideas with NPS people, giving talks, and meeting with local governmental bodies. I think that it is important that they know about us and our mission.

Two years ago, based on my feelings that we continually need to interact in a positive way with others, I used the 12-Point Plan to stress our need to expand the role and involvement of citizens and citizen groups at all levels

of the National Park Service. Obviously, we all can help achieve this by informing those we meet about the Service and encouraging their involvement and support. I hope you already are doing this. Each and every one of you has the opportunity to serve as ambassadors for the Service, both on and off duty. Because the Park Service uniform is such a visible symbol to the public, we aren't given the luxury of having an "off day."

From time to time over the last two years, employees have approached me, asking what they can do or how they can be of assistance. Each of you can help by representing this organization in a positive manner and letting those you meet know about the Service. In addition, you can foster communication and support by giving others an opportunity to learn about us, and, when appropriate, encourage their involvement in Park Service work.

On a larger scale, we can expand the role and involvement of citizens and citizen groups through the establishment of a citizens' friends group for each unit of the national park system. Although I felt, when the 12-Point Plan was developed, that my intent concerning such groups was fairly straightforward, I now find that some confusion exists as to what is meant by the term "friends group." Therefore, I'd like to address some questions that keep cropping up.

How do you define a friends group? Let me define it as I intended in the 12-Point Plan—a friends group is any nonprofit, nongovernmental organization established primarily to assist or benefit a specific park area, a series of park areas, or even the entire system. Although we do not have an exact count, there are probably many groups that fit that definition. These groups vary greatly in size and structure. They are formed for many reasons and for various lengths of times. Further, they benefit us in a multitude of ways—providing services, assisting in interpretation, conducting fundraising initiatives, and accomplishing specific tasks or projects.

To be a friends group, do you have to have the word "friends" in the committee or organization's name? No, in fact, many groups do not use the term in the names of their organizations. I guess I have to say that "actions speak louder than words." In determining whether an organization constitutes a friends group, we need to look more at what they do than what they call themselves.

Are cooperating associations considered friends groups? Yes, they are,

but cooperating associations also are established under specific authority that confines their assistance to the areas of public education, interpretation, and related visitor service activities. They are friends groups that must conform to the restrictions placed on them. Simply put, all cooperating associations are friends groups, but not all friends groups are cooperating associations.

Are the Kiwanis, Garden Clubs, the Jaycees, and other community-oriented groups regarded as friends groups? While we certainly hope we can develop cordial, supportive relationships with such community groups, they are not really what I mean when I refer to friends groups in the 12-Point Plan. Such groups are not created primarily to assist NPS areas, and, therefore, do not fit the definition. Nevertheless, these organizations have been of great assistance to areas within the system throughout the years, and their continued involvement and support should be encouraged. They are friends and supports of the National Park Service.

Finally, I am asked, is every park required to do everything in its power to see that a friends group representing their particular area is established immediately? How about a yes-and-no answer? I never intended that we create friends groups for their own sake—I don't want paper organizations created just for appearances. The goal, as I intended it, is to see that we encourage citizen involvement and interest in our areas. Especially where citizens demonstrate their interest in forming a friends group, I think we should encourage them. We should foster and facilitate such things. Friends groups can be tremendously valuable allies, supporting the NPS in many ways. Yet, given certain circumstances, the time may not be right for the immediate establishment of such groups in all park areas. I realize that, and know as well that we can't and should not attempt to force such groups to suddenly spring forth. In some areas the emergence of friends groups will take time, and that's fine. I believe George Washington put it best when he said "True Friendship is a plant of slow growth..."

Nevertheless, I want us to be ready to put in the effort by being receptive and by working to cultivate such relationships. If we can do that, then we're doing our part. In this way, maybe not today or tomorrow, but one day soon, all park areas in some way will be represented by friends groups.

From the Editor

Several months ago, I was given an incredible opportunity to observe the Park Service in action. I suppose, at the time, I felt a little like Charles Kuralt on the road. A trip that started out at Dulles International Airport took me to Yellowstone NP for the Regional Directors Meeting, then to New York for the Urban Superintendent's Conference—from sea to shining sea in effect; from the chilly expanse of Lake Yellowstone to the likewise chilly shores of New York Harbor. Yet as distinctly different at these two areas may appear, and as diverse as their separate approaches may be to a variety of issues, there also were surprising similarities. What's the difference between New York City during rush hour and downtown Montana, especially when the 65-mile-an-hour highway leading to Gardiner is blocked for 20 minutes as a log cabin, delicately balanced on a moving van, lumbers down the road?

So whether the work environment was the newly restored Lake Ranger Station near Yellowstone Lake or the Sheraton City Squire in midtown Manhattan, the issues expressed shared a certain similarity and a certain ring of truth. If proof were required that ideas simply "come from the air," these two gatherings could have provided credible support. In Yellowstone, for example, Robin Winks of Yale University addressed the subject: "Creating Partnerships to Commemorate our National Heritage." He observed that national parks are ideas, and that Yellowstone, by extension, is the creation of humans; indeed, that the concept of wilderness emerges just before wilderness areas are about to be lost. The national park system, continued Winks, is not preserved by accident, but by the ability to harness the principles of national pride. Indeed, the park system is unique, he said, to the spirit of the country, so much so that visitors to individual units come away with a greater sense of the national character.

Speaking in much the same vein at the Urban Superintendent's Conference, William Kornblum of the City University of New York observed that the national park idea has shaped visitor consciousness and that visitor consciousness likewise has shaped the idea: "Looking away from Manhattan to the natural world, we see an urban park that people have created to fit

themselves. Where can you learn to camp if not from your parents? Gateway has such a program. It also has a gardening program—all people together working in the dirt."

In setting the tone for the New York conference, Bill Horn, Assistant Secretary for Fish and Wildlife and Parks, said: "Debate needs to be thorough. I don't think we should hesitate about throwing out radical ideas... Government institutions don't deserve deference. It's something we have to earn."

And so, what came out of New York and what came out of Yellowstone was conversation, debate, some high moments of self-conviction ignited by challenging speakers and some not so high moments when the audience could hardly wait for the next coffee break. "Talk is cheap," I've heard it said, but it's talk, nevertheless, that starts things going, that keeps ideas fresh, that probes and pokes at questions until suitable answers are found.

Yellowstone certainly had its exhilarating moments, and some of them were orchestrated by Robin Winks. The park system, he said, should strive to be "337 branch campuses of the greatest university of the world... not 337 beleaguered forts trying to protect themselves against the ignorant public." Sure, he conceded, the public "does foolish and stupid things, but that's what people do when they're getting an education." There is a social contract out there, he explained, and it begins with a teacher defining what is required for his or her students. If the public is ignorant about the National Park Service, he observed, the manager should not exclaim about the visitor's ignorance and be angry. Rather, managers should be distressed over their own failure to communicate. "We have to take our allies where we can find them," he added. "Be defenders at the gate, but likewise defenders of the integrity of the system. We can defend best by reaching out to all the other groups that are attempting to preserve."

Who knows? Perhaps it was this thought that later inspired Director Mott to spend time with the Earth First contingent demonstrating at the park, to tell them that his goals and theirs were the same even if some of their methods were different.

Bill Bird of the Metropolitan Dade County Park and Recreation Department, Florida, provided some equally exhilarating moments at the New York conference. Discussing the role of parks as they meet the needs of a modern urban population, he suggested: "Some-

times I think if you ask too many questions you'll get a 'no' answer. So if it's not anything immoral or fattening, you probably ought to go on and do it." Bird reviewed a number of ways in which Dade County parks have met the challenges posed by urban park users.

See EDITOR, page



A DELICATE BALANCE

At the Yellowstone Regional Director's Meeting, Robert Baker of the Southeast Region unveiled this graphic donated by Ampersand Studios, Inc., Atlanta. For the artists, the finger at the bottom symbolized the National Park Service and the array of frequently conflicting elements the agency daily had to keep in balance.



Introduction

Friends groups are helping out the national parks in many ways—establishing new partnerships, raising monies for new ventures, taking on important issues to protect them for the future. It has been enlightening and exciting, in the past year, to look at the overall picture. We did research and conducted an informal assessment that showed us there is a lot of activity servicewide. There are different concepts of what friends groups are, or should be—with strong opinions, both positive and negative, some confusion, and receptive ears waiting to hear new ideas.

One of the clearest messages is that there is not, nor should there be, a prototype for a friends group. Like the parks, these groups come in all different shapes and sizes, with varying centers of interest and differing levels of involvement.

We learned a great deal that we have been passing on not only to individual parks but also in a national workshop just held in July. Now we would like to share some of the highlights with the entire park system through this issue of the Courier.

We want to thank the regions and the parks for their input, insights, and cooperation. We especially thank the contributors, park personnel and friends alike, who made it all come together.

—James W. Coleman, Jr.
Regional Director, MAR



What Would We Do Without Park Partners?

Chrysandra L. Walter
Superintendent
Lowell NHP

"Friends of," park co-operators, special permittees, park partners—no matter what you call them, they're all essential to the running of the National Park Service. In fact, I can't think of a national park in our vast system that doesn't have one or more organizations working with the park as a partner. We have all grown dependent on these groups in order to extend our resources and services to our visitors—resources and services that quite possibly would be unavailable, if not for the dedication, energy and commitment willingly given by our co-operators.

Why are these organizations so essential to park operations? One reason is, of course, related to the limited financial resources each of us has to carry out park programs. I'm convinced that, no matter how much money each park has at its disposal, we would never have enough to carry out all our good ideas. That is to our credit. We all have very creative, hard-working people on our staffs, people who are never at a loss for new program concepts. Thank goodness the lack of appropriated funds doesn't have to stop us from implementing the best of these program ideas, because, somewhere out there, there is a group who wants to help.

Another important reason why these groups are so essential to our operations has nothing to do with money, however. It has to do with pride in our national parks, wanting to support and help the parks, and good old American volunteer spirit. It also has to do with kindredship and sharing of similar goals. We as a people love to co-operate, join in and become involved.

When I first came to Lowell NHP, we were in the middle of planning the park's major development called the "Boott Mills." The park had acquired a magnificent five-story building in one of 11 original mill complexes built in the City of Lowell some 150 years ago for the manufacture of cotton textiles. At Lowell, for the first time in American history, all manufacturing processes necessary to the production of a single product on a mass scale were housed under one roof, thus signalling the beginning of this country's Industrial Revolution. The park's main interpretive museum was planned for the Boott Mills, along with other programmatic and administrative facilities. The park staff was very interested in setting aside a portion of the building for educational



Hands-on-activities promise to be a big part of Lowell's educational center to be run by the University of Lowell. Photo by Jim Higgins.

programs because school children represent 40 percent of the park's present visitation.

Since 1979 the park has conducted an off-site education program called Lowell Industrial Living Experience. The tremendous response and demand for this program convinced the park staff that a portion of the Boott Mill should be dedicated to educational programs. As a result, we set aside some 11,000 square feet of space for what we are calling the Tsongas Industrial History Center, a "hands-on" museum and education facility named in honor of former Senator and Congressman Paul

E. Tsongas, who was largely responsible for establishing Lowell National Historical Park.

Our dilemma, however, was determining who would run and operate the Center? Who had the expertise, the interest and the resources for such a formidable task? The Lowell school system was an obvious choice, but we wanted an organization that could reach out to a much broader audience. We decided to approach the University of Lowell's College of Education. It immediately accepted the challenge. As a state university with a mandate for teacher training, the University of Lowell saw the

Tsongas Center as a potential working laboratory for education majors and as a provider of opportunities for teacher retraining that could serve schools all over Massachusetts. The university also saw it as an experimental workshop for the development of social studies and history curricula.

We are now in the midst of developing a long-term co-operative agreement which commits the university to running the Ed Center, and the park to providing the space and major structural maintenance. I don't think we would ever have attempted to dedicate such a significant amount of space, nor would we have dreamt of such an ambitious program, if it weren't for the willingness of the university to become a co-operator. There is just no way we could have staffed and operated this center with park dollars. The center is now a reality; because of the partnership with the University of Lowell, it will have long-term stability and support!

I consider the cultivation of park supporters a major responsibility of my job as superintendent. My contacts with the community, be they with business, government or private organizations, are key to the park's success. Those relationships must be in place, and strongly built, in case the park needs to call upon them to solve a problem or institute a new program. There needs to be a certain level of trust built between the superintendent and the community leadership so that when either needs help, concern about a new venture is minimized because your word, integrity and commitment have been well established. Nothing illustrates this point more, in my opinion, than the dilemma we faced last summer here in Lowell.

For eight years we have been running a canal barge interpretive program on Lowell's 5.6 miles of canals. The 2½-hour Mill and Canal Tour is the mainstay of our summer interpretive offerings and the major drawing card for park visitation from May through October. In fact, our whole trolley transportation system was specifically designed to link up with the barge system landing areas.

We had contracted with a private operator who owned the boats and ran the skipper service. The program had always opened on Memorial Day weekend. About May 1st, the contractor who had been running the boats decided to get out of the business. He told us he would not enter into another contract and that he would be selling the

On the cover: More than 300,000 visitors have taken the Lowell Canal Tours since their inception in 1979. A trip through the "Industrial Canyon" provides a dramatic view of the immense mill complexes that line the Pawtucket Canal. Photo by James Higgins.



Fort Mason warehouses and piers.

four barges used in our program for approximately \$200,000.

After picking ourselves up off the floor, we quickly contacted two of our park co-operators for help. Within 30 days a business organization called the Lowell Plan bought the boats and entered into a five-year lease with the park to rent us those barges. At the end of five years they plan to donate all four boats to us, lock, stock and barrel. A second organization, The Greater Lowell Regatta Festival Committee, agreed to operate the program, hire the staff of 12 skippers and crew, and take on the liability of managing such a service. The barges were in the water and running by May 27th. Those two organizations saved our interpretive program. They acted quickly, decisively and willingly, putting their dollars and their organizations' reputations on the line. If the park hadn't spent years developing a level of cooperation and trust with these two groups, we could have suffered a huge loss to our visitor program. Every bit of time we spend cultivating our relationship with the Lowell Plan and the Regatta Committee is important to our continued success.

Lowell has many more co-operative ventures I could share, but so do most parks. Everywhere you go, park superintendents and staffs are out there hustling, trying to push their programs and parks forward. One of the finest examples of maximizing a park's resources through co-operation with a partner is the Fort Mason Center in Golden Gate National Recreation Area.

When Golden Gate NRA was first established in 1972, it took over many acres of land and abandoned facilities from the military. One of the largest concentrations of buildings was at Fort Mason, once a debarkation station for personnel and supplies being shipped to the Pacific Theater during World War II. The five warehouse buildings and three large pier buildings were empty and in various stages of disrepair. It would have been impossible for the park to tackle the renovation or the program potential of all that space. It immediately turned to the San Francisco community for help. A group of very creative, energetic individuals agreed to enter into a partnership with the park. They formed an organization called the Fort Mason Foundation, developed a funding strategy, and forged partnerships with other non-profit groups working in the arts and environment, then brought them all down to Fort Mason. The foundation renovated and leased out the space at below-market rates. They developed a promotion program that resulted in many other groups wanting to join in. Ultimately,



San Francisco Fall Antiques Show, 1982, Pier 3.

they established a resident studio program and developed space for one-time workshops and special events. Finally, they entered into a co-operative agreement with the park to manage the center for 20 years, with options for extensions.

When the Fort Mason Center first opened in 1977, it offered seven different programs to more than 100,000 people. Last year it offered 15,000 different programs to more than 1.7 million people, working with an operating budget of \$1 million. Fort Mason Center is now conducting a \$7.5 million capital fundraising program to complete renovations of park-owned buildings.

Golden Gate NRA could never have achieved so much without the Fort Mason Foundation. That partnership,

which is 10 years old now, is a prime example of what can be done when parks reach out to their local communities.

People love their national parks. They want to help and become involved, to make a park a lively place to visit and an exciting place to work. The development of co-operative programs is the entrepreneurial side of the Park Service, one that brings a park superintendent and the park staff a great deal of personal recognition. Far more important, it also brings immense personal satisfaction. They know they have contributed to their park's success and its future. Looking back at all the parks I've worked in or visited, I just don't know where the National Park Service would be without park partners.

Citizen Group Involvement—The Flip Side

Harvey Wickware
Superintendent
Canyonlands NP

National Park Service involvement with friends groups is an expansion of activities that have gone on for more than 30 years. Now, Point 6 of the Director's 12-Point Plan suggests friends groups for every park, or, at least, for a group of parks. The focus of this article is to expand on some of the benefits and/or detriments of working with friends groups; to discuss how we can be more effective in these relationships; and to offer minimal advice for those about to launch into these sometimes swirling waters.

Friends organizations can be extremely beneficial to parks. This is partly because, once motivated, they tend to be action oriented. Once a group has coalesced, it generally has a broad range of expertise available to carry out its objectives. Involved in the group will be lawyers, local and state politicians, business leaders, architects, landscapers, contractors and farmers—all the ingredients necessary for effective political action. As a result, friends groups can get the attention of government entities in ways that federal agencies, either by the nature of their hierarchy or by the constraints of law and policy, cannot.

Generally, the membership of a friends group comes from among the people who live close to the park the group wishes to serve. This provides great, natural credibility for the mutual goals of the group and the park. The members become salespeople for the park's projects. The group also provides a built-in sounding board. This does not eliminate the need for other public reviews, but it can provide a fresh, concerned perspective that can be particularly constructive for the park.

The diversity of a group also can provide the park with valuable expertise. Members offer professional advice and give credibility to projects they help support or develop.

However, there is a "flip side" to this LP. Not all is sunshine. The pitfalls and perils are many. Some of them are capable of giving a career's brilliant potential a real body-slam.

Political, action-oriented friends groups can indeed get "action" from senators, representatives, governors and agency heads. In this area, matters can be as perilous as TNT with a lighted fuse. The wrong memorandum before the wrong eyes at the wrong moment, or the inappropriate telephone communication with a staff member of an

"out" political candidate can place a project, its coordinator, or a park manager in deep water. When a group is in "action," extreme care must be taken to ensure that "the lines" are not crossed by any NPS employees. It is easy to get caught up in the fervor of such heady efforts but, regardless of how tempting it is, the lines we all know about must not be crossed—at least technically. And we must look for the lines we don't already know about.

An action group comprised of truly capable enthusiasts will move to fill any vacuum in any effort underway. Even a brief lapse in management's control of direction can quickly result in loss of that control. Once control is relinquished, it's doubly tough to reclaim. At this point the group will likely have reached considerable size; if management doesn't take strong measures to keep it under control, it can run roughshod over other smaller yet valuable groups associated with some other aspect of the park.

With a full head of steam built up, a group can consume an inordinate amount of management or staff time—time perhaps better applied to other facets of park operations. If the group's leaders assume they have management rights over park operations, they can leap to the conclusion that the park works for them. This pitfall is ever-present. There can and will be requests to make unacceptable adjustments to park operations in order to accommodate the mission of the group. There also may be requests for special favors because, individually or as a unit, the group has contributed heavily to a project.

Most members of a new support group will not have had much experience with park regulations, chains of command, or policies, all of which will frustrate them no end. They will seek to circumvent NPS requirements at times. Insistence on procedure therefore can lower their esteem for the NPS, at least temporarily, until progress is evident.

With the formation of literally hundreds of friends groups, each with its own agenda and each using political means to accomplish its aims, Servicewide park issues could be lost in the smoke of the brushfires generated by lesser concerns. The Park Service is proud of its skillfully developed plans and of the related prioritization of needs identified in them. Because support groups tend toward political action, the results of their work have been known to seriously alter rational priorities, par-

ticularly development projects. To say the least, this causes unrest. In that the orientation of support groups also strongly tends toward bricks-and-mortar projects, the matter is all the more serious. This can mean that critical operational concerns, such as research and interpretation, take a back seat. The mundane or the unseen, which can't have a brass plaque attached, tends to turn these groups off.

Many of us are not very comfortable, at least initially, with cranking these groups into the workings of our daily lives. There are good reasons for this reluctance. Perhaps foremost is the ingrained conviction that all taxpayers should provide for the development and operational needs of the park through the normal processes. Running a close second is our fear of the unknown in direct group involvement. These relationships have not been a part of Park Service skill development training. It is, therefore, necessary to find ways to develop the skills, rather than have the process develop by trial and error. Additional skills in group motivation and fund raising also are needed. Using trial and error, it is difficult at best to get these groups to emphasize less "glamorous" goals. The inability to secure change in the motivations of a very effective group strongly oriented in one direction will result in large peaks and valleys in organization size and effectiveness.

Serious citizen group involvement is a realm of great highs and lows. Friends groups can produce success beyond anticipation, as well as unfathomable frustrations. Here are a few hard-won bits and pieces of advice from one recently baptized adventurer:

- Make sure group members understand that their purpose is for the overall benefit of the park. Even though they have specific goals, they must know these will change from time to time. This may seem self-evident, but it's not.

- Much of the motivation for friends groups is a mercenary one. Groups want new facilities and programs to put people in their motels, restaurants and communities. Concern for the park very well can be only a secondary motivation. This is fine, as long as its is understood by park managers.

- Understand also that the welfare of the park in general, and staff coordinating group affairs in particular, walk the razor's edge a lot of the time. Along this edge the difference between huge successes and potentially career-shattering disasters can be a fine one; so keep everyone as informed and involved as possible. "Going it alone" is more than mere risk taking.

• Examine the park's situation for genuine need. A group without specific goals will be lethargic, consume otherwise productive time and, perhaps, become a detriment to the park (all good rules have an exception and this may apply here). Related to this is the matter of timing. In one case, two very dedicated and capable superintendents worked diligently for several years attempting to form a friends group for a

park. It was wasted effort. At the same location, two years later, in a changed economy and with some different players, a similar but much shorter effort resulted in a now on-going multi-million-dollar development program. The right people, the right place and the right time brought in a huge wave of community support.

• Be prepared for huge success or total failure, as well as mediocre results.

Many of the contributing factors will be beyond your control. If it's bricks and mortar you're after, enlist community movers-and-shakers, particularly those having something personal to gain through your success. There continues to be something about the health of one's wallet that motivates action.

• One last point, the most important to your well being: have fun doing it.

The Survey—Citizen Group Assessment

The sidebars throughout this Friends issue are based on replies to a survey conducted by the Mid-Atlantic Regional Office in June 1986. Here is the questionnaire and an exemplary reply.

- 1) Identify the groups your park relies on for assistance, support and/or information.
Olympic Park Associates, Grays Harbor Olympians, Clallam County Economic Development Council
- 2) List at least three benefits of working with these groups.
 - a) They serve as a communication link to special interest groups through their own contacts with like-minded people.
 - b) They serve as an "alter ego" by thinking along with the park staff on major issues before final decisions are made.
 - c) Our working with these groups provides a positive outlet for the people with the most interest in the park and its programs. Without a cooperative and supportive mechanism available, some of this interest and energy could turn to battling the bureaucracy.
- 3) List at least three drawbacks of working with these groups.
 - a) Working with any special interest group, even when they are genuine friends, takes time and energy. Though the trade-off may be positive for us, the effort is still required.
 - b) Support groups are usually made up of volunteers who rotate in and out of the organization and the

positions of leadership within it. It takes a new effort on each new member to build his or her knowledge base about park matters.

- c) Support groups are made up of individuals and thus they do not always think the same way. Mostly, this has a positive effect, but strong disagreement sometimes puts the park superintendent in the middle when it threatens to weaken the group or build long-term splinter factions.

- 4) List the types of information that would help you work more effectively and productively with the groups.

We need timely information on national issues likely to affect the parks, especially the particular park in which we work. Some of the support and special interest groups have excellent information channels into the legislatures at local, state, and national levels. Mostly this works to our advantage in being able to share the source, but there are times when our perception of the effects of proposed legislation is not the same as that of our friends groups. We need early information.

Interpersonal relations training is critical during a manager's career. It is especially needed for working outside of the paid NPS staff with our support groups. We are generally dealing with highly motivated and well-directed people in these groups and a little charm and hospitality is not sufficient for good results.

- 5) What advice or insights can you share with other park units who are beginning to work with groups in their communities?

- a) Share in the selection of their leadership if at all possible. This will usually require a subtle approach, but the park manager's primary contact must be with the group's leadership. The success or failure to contribute to the work of the NPS rides with good leadership.
- b) Provide all the background possible to these groups. It does involve an "educational" process, since many of them are not schooled in the same disciplines as we in park management. That very fact is one of the real advantages of a support group—the fresh and hopefully objective view from people not tied to our in-house methods. They do deserve a full story on which to base their advice, however, and this requires in-depth information from us.
- c) Be a very good listener. They are usually highly motivated and high-energy people who will express themselves as individuals. While the final opinion may be a consensus brought about through a democratic process, there are still individuals with contributions to make and there is value in our listening to their internal debates and divergent views.
- d) Don't take the group for granted! There is no value and little return on your effort if they merely "rubber stamp" your ideas. Be sure you are getting a full discussion on major issues and that not all decisions by the group are unanimous.

Robert S. Chandler,
Superintendent
Olympic NP

If You Are Considering A Friends Group, First Think It Through

James J. Donoghue
SWRO

Considering setting up a friends' group? Watch out for bear traps. They can be avoided. The key to not getting caught is to think the process through. If you want to encourage the establishment of an incorporated non-profit organization, which may be entitled "Friends of ----- Park," consider these seven critical items.

1. Do you as a unit manager, as well as your staff, want the challenge of working with a friends group?

Too often, only the unit manager or one or two staff think it's a good idea. If the unit manager is uninterested, forget it. If a unit manager cannot enlist almost complete staff support for such an effort, forget it. The kinds of people you want to volunteer their time to assist in making a friends group work are generally very adept at sensing half-hearted support, either from you or from your staff. Furthermore, a unilateral decision by a unit manager to go ahead with a friends group without some strong staff support can result in staff resistance to many other things. It is better to persuade staff about the benefits of such a partnership than to push it through because you have the organizational power. By getting your staff on board, you build a diverse in-house network of supporters who have a stake in the ultimate success of any future friends group.

2. Are you willing to seek advice from senior level managers and other unit managers who have a successful track record of working with such groups?

Too often, managers would rather reinvent the wheel than freely discuss their expectations, concerns, and feelings about doing something different. This is something every manager needs to guard against. Any tendency to avoid seeking advice because of how you may be perceived by others ultimately can result in widespread adverse organizational impacts. Unit managers aggressively need to seek advice from other managers who have worked with such groups. Find out about the pitfalls early. Get good information on successes, failures, and, especially, the biggest goof-up. Learn from someone else's mistakes rather than your own. And don't trust advice from anyone who denies experiencing mistakes. Find out what was learned and whether everyone involved feels the friends group has been an asset or a liability.

Consider attending a meeting of another unit's group. When soliciting information, consider contacting managers who are involved with similar natural, cultural and recreational resources, staffing levels, and program needs. Finally, seek the counsel and advice of your regional director. Regional directors can offer great insights; I have yet to meet one who did not want to know what was going on. Failure here could mean stepping into a BIG bear trap.

3. Do you feel comfortable about seeking out, for the unit's benefit, one or two people to pull together a group over which you may have limited control?

If it is not your custom to manage with persuasion, persistence, and vision, you will have a difficult time getting desired results. To achieve success, unit managers need to understand their own management style, its strengths and weaknesses, and be flexible enough to meet the special needs of a friends group. Once you, as a unit manager, decide that you can work effectively in such an environment, you need to seek out the movers and shakers in your community or state who could exercise the necessary leadership and control over a potential friends group.

Set up an informal meeting with such people to discuss a possible partnership. Staff can be very helpful in identifying spirited leaders, but the first critical contact needs to be made by the unit manager. Do not delegate this task. When gauging the potential support of such people, be aware of over-committed persons. Although they may want to help, they may have very little time to give to your needs.

When looking for leaders, identify people who share your resource protection values, know how to motivate others, are visionary, and have control over operational resources in their own business, corporation, or small firm. It is often possible to find good leaders at the operational level of such organizations. They tend to carry titles such as owner/operator, vice-president for marketing, or associate. Generally, such people have easy access to organization resources, will keep commitments, and often deal with many professionals at operational levels of other organizations. Such people have a network of contacts and can provide help quickly, whether it be money or valuable in-kind donations such as computer services, publications or volunteers. Remember, they create an opportunity for giving, and for the positive release of community spirit and pride.

4. Are you willing to devote staff resources to informing your friends group about the National Park Service and to help the group get started?

Once your friends group has a board of directors and is in the process of incorporating as a non-profit organization, you need to guide the members through what may appear to be a bureaucratic maze. Formally brief them on Service policies concerning fund-raising and philanthropy; assist them in formulating a memorandum of understanding; suggest sound operating practices for them to consider. Supplement this "hands-on" assistance with formal briefings about the national park system, its legislative mandates, and how your particular unit fits into the overall system.

It is critical that you impress upon the board of directors that local wants and desires always need to be considered within a national framework. Make a special effort to get your board to act locally, but to think globally. In trying to achieve a greater awareness of Servicewide policies and needs, remember that many board members may lack experience in working cooperatively with the federal government. Too often, people's experience with their federal government is limited to military service, an IRS audit, or an overly inquisitive customs agent. You drastically may need to change their frame of reference.

Remember that business people tend to highlight differences for competitive reasons rather than build shared values that benefit everyone. You may need to remind them often that they are providing a public service, and should not expect any special favors from you or your staff. Inform them about the ethical conduct expected of all federal employees. Most of all, remember that the public sector is not the private sector. However, significant goals can be achieved when each sector respects the views, values, and strengths of the other.

5. Are you willing to monitor the growth of the friends group and tactfully suggest corrective actions?

If you notice the friends group floundering, you may need to suggest ways to overcome perceived barriers. You may need to impress upon the friends, especially the board members, the need to understand and fulfill their legal and fiduciary responsibilities. Such potential problems often can be avoided by ensuring that a person with legal expertise is a board member from the very beginning.

Sometimes your friends group may

need some direct assistance in identifying priorities, short-term and long-range goals, in recruiting board members and in implementing good organizational practices. You need to be alert to emerging deficiencies and be prepared, if asked, to suggest practical actions. Generally, if the unit manager serves as an ex-officio member to the friends' board of directors and attends the meetings, he/she can anticipate problems and propose helpful solutions.

If you are unwilling to keep abreast of board actions, you can expect the situation quickly to get out of control. Keep your ear to the ground, anticipate problems, and always be prepared to suggest a range of good alternative actions. Also, be prepared to say "no," but in such a way as not to alienate friendship.

6. Are you willing to devote off-duty time to your friends group?

Your friends group may need to meet in the evenings or on weekends, and will want your attendance. Further, the members may want to introduce you to their greater circle of contacts at various

social functions. Such events may require some of your off-duty hours and some out-of-pocket expenses. Remember, there are no free lunches. Nevertheless, these minimal personal expenses can produce substantial benefits for your park.

7. Are you willing to reward the friends for their efforts?

Your friends group will devote a substantial amount of personal time to helping you meet various needs. The group's successes become successes for which you may receive direct recognition during your annual performance evaluation. Remember to say "thank you" both privately and publicly. Use the Department of the Interior's formal awards system, as well as state or private organizations' award systems; you also can notify board members' bosses to let them know about their employees' assistance. Do not forget about using company newsletters, local newspapers and other media events to call attention to the successes of your friends group. By saying "thank you"

often, you can directly affect the outcome of many of the friends' initiatives.

In summary, the ultimate success of a friends group in furthering your needs requires a good deal of thoughtful reflection about your expectations, what extra steps you are willing to take to make it work, and the ultimate benefits you want, before initiating such an effort. Bear traps can be avoided.

Editor's note: James J. Donoghue is the Special Programs Officer in the Southwest Region. Over the last four years, he has assisted unit managers in the SWR with the establishment of friends groups at Fort Davis NHS, Fort Smith NHS, Pecos NM, and San Antonio Missions NHP. The make-up of these groups ranges from those composed of high-rollers, as with Los Compadres de San Antonio Missions, who have a \$25,000 Founders membership, to The Friends of Fort Davis NHS, who have a life membership for \$50. If Jim can assist you with additional information, he says just call FTS 476-1857.

A Very Personal Response

We call the 65 volunteers who assist our interpretive program "Amigos de Tumacacori." This effort was an out-growth of some forty Papago basket-making seminars which have been offered at this area during the past decade. Since we had the names and addresses of so many retired folks, especially in Green Valley, the interpretive specialist thought they might be interested in lending a hand during our annual fiesta and luminaria program. In addition to these duties, six Amigos have taken intensive training and are now serving as docents who provide roving interpretation on the mission grounds four or five days per week.

The first obvious benefit is extra help, especially during the times when we are the busiest (we get 10 percent of our annual total visitation during one day of Fiesta, the first Sunday in December). Park wives used to attempt to make the hundred dozen cookies needed to treat the 1,200 or so visitors on Christmas Eve. This task has now been taken over almost entirely by the Amigos. This mutually beneficial relationship gives the older, retired folks a worthwhile place to make a

positive contribution of what they have most of—their time. It also does a great deal for our local public relations effort.

The primary drawback I see is perhaps our group is not organized enough. This was by design, but as a result of not having active officers, a board of directors, etc., they depend almost entirely on the interpretive specialist for information and direction, through the mails. This takes a lot of his time, and results in a dozen or so mailings to everyone on the rolls (even those who are completely inactive or have moved out of the area, but simply want to know what's going on). Another trap would be to give the group too much autonomy, and then attempt to gain some control after the fact.

We have gotten lots of useful information from the PARTS division in the Western Regional Office. I also should have mentioned that in addition to giving their time, our Amigos group has also been active in raising funds for special interpretive projects the last few years. They also could be more help to us if they could collect entrance fees. Under current legislation, they are not of much

use to us at the information desk as they are not allowed to collect the fee.

Any friends group will obviously require some direction from the park staff. However, I believe we have done too much, and would hope we can somehow instill more initiative from within the group members with less direct control from the park staff. Much easier said than done as good, positive leaders are always hard to find, especially for free!!!

I also believe we will have to begin to turn more and more to our Amigos as we feel the crunch of budget cuts in the next several years.

Nick Bleser, the interpretive specialist at Tumacacori for the past 12 years, with very able support from his wife, Roberta, has put together and coordinated the Amigos activities. I cannot over-emphasize the fine job they have done. Without them, I doubt we would have had such a group; they deserve all the credit for the program's success.

Joseph L. Sewell,
former superintendent of
Tumacacori NM,
now at Coronado NM

Changing Frontiers At LBJ

Harry O'Bryant, Superintendent
Lyndon B. Johnson NHP
and Julia Jarrell, Consultant

Today, in the NPS, we might be accused of rewriting the old axiom about "friends in need" to read: "A park in need seeks friends indeed!" It is fair to say that the Park Service has long sought "friends," but we need to admit up front that the situations and motivations for seeking support are changing as the parks evolve and mature. Though the era of rapid expansion is over, the frontiers of NPS management are far from being fully explored and developed.

These internal frontiers may not be recognized as easily as a snow-peaked mountain range or a virgin stand of tall timber; yet recognizing and developing opportunities are every bit as essential to preserving the American heritage. Elusive and ephemeral opportunities are often less discernible to management minds, filled with everyday pressures, competing agendas, and the need to "do it all ourselves." We have no experience and few models for guiding a staff through introspective analysis of ongoing operations. Also, a park staff usually has had little practice in developing experimental initiatives or innovative solutions for problems. Now it is time to call upon the type of wisdom and vision that first created the NPS.

It is in this light that we seek "friends" and other new sources of support. But as we rush out the door to establish new friends and friends groups, let us pause long enough to ask ourselves if our houses are sufficiently in order to receive those friends. Certainly these demanding times put all of us in some state of disarray. And, who among us would not admit, privately if nowhere else, to being more tired and somewhat less enthusiastic than ever before?

Yet, as sure as Texas bluebonnets bloom in the spring, there is hope for those who help themselves. At the Lyndon B. Johnson NHP, our self-help program has begun by bringing in a consultant firm. The firm helps us analyze our site's potential in terms of interpretive services, outreach, privatization opportunities and networking on a range of issues.

The basis for selecting this firm was its interdisciplinary array of principal associates, individuals experienced in program design, urban planning and marketing analysis. More importantly, the group wanted to involve key Park



Johnson Settlement, LBJ NHS (photo by Fred E. Mang, Jr.).

Service staff in each part of the process, so the Service would not be handed a report that it would be left wondering how to implement. The analysis also was intended to be open-ended to allow a maximum of possibilities to be proposed. Perhaps we will wind up with a formalized friends group as a result, or perhaps with friends who loosely structure their assistance in ways not thought about before.

Working with this consultant team has refreshed our vision, and helped to remind us of the strengths and potentials of our park. In addition, it has encouraged us to analyze the assumptions and attitudes we hold about our jobs and the resources we protect. It has made us aware of the skills, knowledge and associations we need to develop for change to happen. What follows is the result of our focus, with the consultant, on clarification of thinking and identification of management issues.

A Living Park: An Evolving History

Change is a major part of what this park is about. In the 17 years since its inception, the park has transformed rapidly from a simple historic site marking a presidential birthplace and boyhood home, to a large historical park whose mission is still evolving.

Founded when money was more readily available and pushed energetically by the man it was to commemorate, the park developed at two sites functioning independently. The

Johnson City unit contains Johnson's boyhood home and the Johnson Settlement where, in the late 1860s, the president's grandfather operated a cattle driving business.

The LBJ ranch unit, the "Texas White House," which operates today as a working ranch in the style of the late 1960s, is located 13 miles up the highway on the banks of the Pedernales River. This unit also encompasses other historic structures: the house Johnson was born in; his first school, where he later signed the Elementary and Secondary Education Act of 1964; his grandfather's farmhouse; and his gravesite. This unit has always operated in cooperation with the LBJ State Park, which provides visitor orientation services, a variety of Hill Country recreation programs, and a living history farm.

The potential strength of the park comes from uniting its disparate resources and updating its interpretive vision to encompass the spectrum of remarkable stories embodied there. Within the park's physical and historical record, four generations of changing frontiers are represented. The story of LBJ as told through the varied park sites is the central thread. But because the concerns of the president and his family were, and are, larger than personal history, the park also tells a bigger story. It is a story about the land, the people and their work, how the interaction of land and people have shaped and changed each other.

The story begins with the pioneer wanderer who—pushed by dreams of opportunity, wealth, a better life—settled in a misleading environment, incredibly delicate and harsh at the same time. Around this settlement a dangerous, speculative, short-lived cattle droving business was built, forever changing the face of the land. From the adventures and disasters of the cattle business grew a farm, an equally hard and speculative endeavor. On the lands of this farm grew the town, a community isolated, well into the 20th century, by geography and poverty from the amenities of modern living.

This was the Johnson City the president grew up in. This is the world to which he brought electrification and the first soil and water conservation program as a young congressman—again changing the face of the land and the people.

We, therefore, begin to see the park as it represents the basics of historical thinking. It brings us to ask the questions: What makes us what we are? Where do our beliefs, our choices, and our values come from? What can we learn from the collective choices and actions of the past generations that will help us make better and stronger choices for the future?

The park's stories give us insights into a national leader who vitally changed the region that nurtured him. They tell an environmental and ecological story about man's struggle to understand and make productive the earth he inhabits; stories that trigger awareness within ourselves as a people and as individuals. Our matured interpretive vision calls us to reach out to people in order to share the stories from the past that can make tomorrow's world a better place.

The Park's Legacies Are Evolving Still

Though the personal force of LBJ—the driving energy that made the park happen—is gone, the park's legacies are still evolving, generated by two distinct phenomena. The first is the unfolding body of research, as well as the emerging perspective on LBJ and the significance of his presidency: the story of his ascent to power; the role that the land, and his personal family history in relation to the land, played in shaping him.

The second source of "history in the making" comes from the other remarkable Johnson—Lady Bird—as she promotes "the domestic tranquility" through years of beautification programs and the recent launching of the National Wildflower Research Center based in Austin, Texas. The environmental and philosophical impact of this

legacy is evident along the roads and within the park lands as spring visitors are met with endless fields of wildflowers—a regional and national delight.

On the LBJ ranchland tours, visitors see and learn about the ranching operation the president developed during the 1960s, using the methods and technology of the time to make the thin Hill Country soil a productive cattle ranching environment.

Visitors to the ranch can also learn about the science and the business of wildflower propagation as they pass by the 15 acres of land given by Mrs. Johnson for use by the National Wildflower Research Center. The multi-generational story of the struggle to make the fragile Hill Country ecology productive is played out in massive fields of wildflowers, from which we can learn so much about the nurturing of our environment and the renewal of its resources.

New Frontiers For NPS Staff

Exploring new frontiers, and seeing opportunities and potentials, does not make the job of the park staff any easier. If anything, it makes it more challenging, and, we hope in the end, more rewarding. As we cope with defining an expanded interpretive vision, we find new and unsettling demands on NPS staff. How can we:

develop an imaginative core group of people (friends?) committed to developing the unique opportunities presented by the park?

- update and restructure our interpretive approach?
- develop comprehensive outreach plans, central to our interpretive mission, that can bring new constituencies to the park?
- complete the park lands' development in partnership with city, state and private interests?
- define new roles, as well as search for and develop the kinds of people needed to do the jobs?

develop volunteer programs that meet long-term, comprehensive program needs?

- create new approaches to supervision and training?
- resist being overwhelmed by all the tasks?

We find that we must be more than preservers and maintainers. We must be innovators within the legacy we protect. With renewed perspectives, we can now ask ourselves: what are the resources we can find, develop or renew to help us rise to the challenge of our matured vision?

To have friends or not to have friends

is not the question. Our task, in working with the consultant, has been to marshal and communicate our resources as a blueprint for action. As we continue to do this, we can innovatively and aggressively create opportunities for ourselves within the regional human and organizational resource ecology. Then our friends can become our partners, our constituents, an extension of our outreach efforts.

If we had the foresight to create these networks when times were flush, think how much easier our jobs would be now! Our parks can teach us these lessons of survival if we can attune ourselves, in today's climate, to a renewed, mature understanding of what they have to tell us.

All Or Nothing At All

As a very small and almost unknown park in a very isolated area there are few possible citizen groups to work with. Population density in this county is 0.6 persons per square mile but the fact is that most of the people are concentrated in the county seat some 80 miles away.

Alfred Shulmeyer,
Superintendent
Big Hole NB

You Do What You Can

John Day Fossil Beds National Monument was established in 1975. This remote, widely fragmented park is 40 miles from the nearest town of 2,000 people. While there is little if any opposition to the park, it is not yet mature enough to have organized support groups. The Grant County Chamber of Commerce and the Wheeler County Community Club are considered to be two of the better support groups for the park. I rely principally on individual civic leaders who were strong supporters and proponents of establishment of the area unit of the National Park System. I meet frequently with these individuals for information exchange and counsel.

Benjamin F. Ladd,
Superintendent

Educators For Gateway

Pamela Wasserman, President
Ruth Eilenberg, Coordinator
Gateway Environmental Study Center

At Gateway National Recreation Area an unusual partnership between the New York City Board of Education and the National Park Service has produced, almost spontaneously, a most unusual support group—Educators for Gateway.

In 1975, the National Park Service and the Board of Education signed a contract establishing their partnership. This brought about the formation of the Gateway Environmental Study Center, which combines environmental education and urban recreation.

The center is a monumental inter-agency collaboration offering students and teachers the opportunity to learn and benefit from Gateway's 26,000 acres of wetlands, marsh and shoreline. The Board of Education represents 968 schools, 936,000 students and 62,000 teachers—a school system larger than the entire populations of many cities and towns across America.

When the Gateway Environmental Study Center opened in 1976 it was (and continues to be) staffed by a New York City school teacher. It has evolved into a myriad of programs in environmental education, the most popular being overnight tent camping.

During the past 10 years, more than 300 teachers and 100,000 school children have experienced the outdoors, in tents under a blanket of stars, in the wilds of Brooklyn, thanks to this program. Consider that most of the school population lives in a tangle of streets, stores, apartments, tenements and traffic. Camping overnight at Gateway gives them the opportunity to see wide-open spaces, the horizon, the shoreline and large green areas. As one of our colleagues so aptly put it, "Gateway is my children's Yosemite." Quite a revelation for those who live in the concrete canyons of New York City.

As the group of camping-teacher alumni grew, many began to see a need for a support group to assist in training other teachers and help maintain equipment and campsites. As the federal budget crunch hit the NPS, we realized that we had to roll up our sleeves and pitch in. Feeling that the programs offered by the Gateway Environmental Study Center and the park were important, we wanted the programs to continue, to grow, and to reach as many teachers and students as possible.

In the beginning, our organization was not very large or very organized. It was made up of a small number of teachers with a large commonality of interests. We were outdoor enthusiasts, environmental educators, campers. Our members also had a special personality quirk, the commitment to do more than what was required, to take on that little bit extra. We also found a genuine camaraderie. We enjoyed being with each other, contacting other teachers, and building a network to spread the word about what Gateway is doing, and why it is important to environmental education and to New York City.

Initially we met informally as program needs dictated. About three years ago, we found that, to better serve the needs of the school population as well as the park, the group had to adopt a formal structure and seek non-profit status. Like any membership organization, we have a constitution and an executive board; we hold meetings, and plan events. We are dedicated to the support and development of programs in environmental education and school camping through Gateway NRA and the Gateway Environmental Study Center.

Our programs are greatly diversified. We sponsor environmental education conferences, teacher workshops and staff development sessions. We have trained both private and public school teachers to take their school groups camping. We guide and assist on trail walks. Our members present workshops at citywide and statewide conferences, to develop a teacher network and exchange innovative, exciting ideas. The Science Council of New York City has made Educators for Gateway its newest member and the first environmental education affiliate. Gateway's Educators have worked on the development and construction of new campsites, fireplaces and grease pits, side by side with NPS personnel. We also helped publish a curriculum guide, *Exploring the Trails of Dead Horse Bay*.

To celebrate the 10th anniversary of the joint sponsorship between the Gateway Environmental Study Center and Gateway NRA, we organized a massive beach cleanup effort in the spring of 1986. Approximately 200 high school students and community volunteers worked at four different Gateway sites to clean up the tons of garbage and debris that collects along the shore. The cleanup was so successful that it will be repeated this year, with the cooperation of the Council on the Environment of New York City, as well as other groups.

As a culmination of the 10th anniversary celebration and beach cleanup, an outing was held in May 1986 at which the chancellor of New York City schools was presented with the first "Take Pride in America" award. This award recognized the involvement of New York City schools in preserving our natural resources.

Last fall, during the Statue of Liberty celebration, Secretary of the Interior Donald Paul Hodel visited Gateway to observe the urban environmental education programs in action. He visited the campsites and the three wheelchair-accessible camping lean-tos. He also visited with students collecting marine organisms in nearby Jamaica Bay. When the students returned to the study center to examine their organisms under the microscope, Secretary Hodel participated in that lesson too. He asked the students about what they were studying and what investigations they made. They, in turn, asked about his job and then requested autographs.

By that time, it was "turn about is fair play" for the Educators for Gateway. We presented Secretary Hodel with a limited edition, 10th anniversary t-shirt, and asked if he would wear it to the next cabinet meeting. He said that the president would want to know all about our efforts. Quite a coup for us!

It is an exciting time for the Educators. There are many projects to do. We have a social as well as a professional calendar. We sponsor camping trips to other parks, canoe trips, white-water rafting trips, and field walks at other Gateway units. Among other things, we also have helped organize the marine education residential camping program at the Sandy Hook, New Jersey, unit of Gateway NRA.

Our members number 125. In the coming year we hope to grow and to continue our efforts, supporting the park and environmental education. As part of our long-range goals, we hope to raise money to support the programs through mini-grants and the development of local community resources. We want to be able to participate in the renaissance of the Gateway area, so that it will be used by more students and visitors in the years to come.

Sometimes the primary support group for a park, particularly one that is new and struggling for friends, can arise from the interdependence of the park and the commercial community.

Voyageurs NP—What's Good For Business Has Been Good For the Park

Russell Berry
Superintendent

Voyageurs NP was celebrating its seventh birthday when I arrived from Big Bend to become the park's third superintendent.

A relatively new and little-used national park, Voyageurs was authorized in January 1971 and established in April 1975. The park encompasses more than 200,000 acres of island-studded lakes and southern boreal forest on the Canadian border. It is an area of spectacular beauty with unique historical characteristics. In the 18th century, strong, daring French-Canadians paddled the large lakes, transporting furs and trade goods between Montreal and the Canadian Northwest.

The forests that surround the area's waterways provided birchbark for the

canoes of the voyageurs; later the woodlands supported a prosperous timber industry. Now the lakes and forests are home to osprey, eagles, great blue herons, beaver, many varieties of fish, bear and other wildlife.

The lakes are also home to some 60 resorts, many with docks in park waters. From the 1950s on, these resorts served primarily as fish camps. Then changing recreational patterns and demographics caused the resorts, most of them small operations of four to eight cabins, to fall on hard times.

The resorts needed the park to revitalize their economy, but didn't have a good idea of what the park visitor would want, or how to market for that business. I felt strongly that we needed a strong, viable resort community to house and feed the visitors coming to the park. The alternative—to turn the

resorts bordering two of the park's lakes into private cabin sites—would have forced the National Park Service to recreate resort services in the park at the cost of park resources.

About this time, the Service was establishing a program liaison with America's travel, tourism, and recreational industries, headed by Priscilla Baker, Special Assistant to the Director for Tourism. Early in 1982, I asked Priscilla for help in assuring the viability of the resort communities, since their success was critical to the park's efforts to remain basically an undeveloped wilderness.

It was clear that local business people, the state's travel office, Minnesota's congressional delegation, local and state officials, and the park staff were enthusiastic at the prospect of a cooperative travel development effort that



Aerial view of Voyageurs NP (photo by Jack Boucher).

would have Voyageurs NP as its focus. A decision was made to develop a marketing effort designed to increase visitation to the park.

To develop the project, NPS asked the American Recreation Coalition of Washington, D.C., to help enlist marketing and communications executives from appropriate companies and associations to serve on a special Voyageurs Task Force.

The American Recreation Coalition is a broadly based membership organization comprised of more than 80 national and regional associations and corporations that provide recreation equipment and services.

The Task Force was formed from businesses or organizations with special interest and expertise in the recreation opportunities offered at Voyageurs NP: Yellowstone Tour and Travel, U.S. Ski Association, American Youth Hostels, Coleman Company, Recreation Vehicle Industry Association, and the Sport Fishing Institute.

Task Force members were invited to visit the park, with the understanding that they would encourage the companies and associations they represented to involve Voyageurs in their own marketing and communications programs, even as they provided advice to the Park Service and local business interests about steps to be taken locally, and elsewhere, to encourage tourism to the area.

During the week of September 20, 1982, the Task Force members visited the park; engaged in the various recreation activities the area offers its visitors; met with area resort associations, local business owners, interested citizens and officials; and began developing ideas.

The group produced a definitive final report that identified two principle needs from among their many suggestions: (1) creation of a winter tourism season, and (2) creation of an umbrella tourism promotion organization to market "Voyageur Country."

West Yellowstone had at that time completed a successful effort to create and market a winter season—it had opened a snowmobile trail to "Old Faithful," to the east of town, and another to the "high powder" country to the west of town.

The owner of Yellowstone Tour and Travel invited us west when the snow fell. We piled resorters and the local banker into the park's "Reliant" wagon and headed for the mountains. There we enjoyed three days of skiing and snowmobiling, as well as evening discussions with Yellowstone, U.S. Forest Service, and business representatives who had put the program together.

On the 22-hour drive back to Voyageurs NP, the Voyageur Country Tourism Coalition and the dream of a winter season were born.

Looking back over the past three years, I have seen a lot of progress being made. Three hundred miles of snowmobile and ski trail outside the park has been constructed. An effective promotion effort has drawn visitors to a Voyageur winter.

The new winter season is beginning

to have a spillover effect in building new summer bookings. New resort construction and capital improvements are enhancing the vitality of the resort communities.

For Voyageurs, helping adjacent businesses improve has been good business for the park. This cooperative marketing effort has been a great success. Ultimately, it has effectively served both the business community and the mission of the park.



Voyageurs as a winter get-away (photo by J. Benedict).

Advice On Beginning Local Citizen Participation

1. Begin an inventory of local interest groups and organizations and become acquainted with their leaders.

2. Express a genuine interest in the groups' activities and accordingly make them feel welcome to participate in the park planning process and management development programs and issues.

3. Specifically invite the groups to public meetings on an issue through special letters and in person, when possible.

4. A thank-you note or an expression of appreciation for their (public) time and efforts in their assistance to the NPS.

5. Maintain an on-going contact with as broad a base of the public groups with close interest to NPS, as possible.

6. Maintain an on-going contact with as broad a base of the public groups with close interest to NPS, as possible.

John Reynolds,
Superintendent,
North Cascades NP

Advice On Working With Community Groups

Meet groups on their turf: make sure you listen to them, even if the message is something you don't want to hear; be honest, sincere, open and available; maintain contacts on a regular basis, more frequently with groups or individuals who need to be "educated" on the park's mission or NPS point of view; spend lots of time out in the community.

James Carrico,
former Superintendent
New River NR
now at Big Bend NP

Do not rely on a particular group unless for some good reason you must. Get to know many groups and what they stand for in terms of park management. Their boards of directors lead groups, and knowing the interests of key members will help the park manager to know group direction and how to deal with it. Use

groups; do not let them use you. Finally, make no snap commitments. All decisions should be based on the principles of professional park management, and should never be attributed to any outside group.

Daniel Kuehn,
Superintendent
Santa Monica Mountains NRA

If you don't find the groups you need to support the park, consider starting one that does. You might revitalize a group gone stale and create a new purpose for it through support projects for your park. Some local groups may have had a role in the establishment or commemoration of your park and that history is just waiting to be renewed.

Your best effort may not be directly with a group. It may be through individual contacts with the group's leader or through

being a catalyst while giving the noon talk once or twice a year.

Don Falvey,
Superintendent
Badlands NP

In working with groups with which mutual aid is obtained, be sure to prepare and enter into written memoranda of understanding. Second, go to the top. It pays to deal with the highest official of the organization. Finally, be specific. Let the organizations know specifically what support or assistance is needed; let them know the parameters of their assistance. If there are limits, say so.

Richard Maeder,
former Superintendent of
Colonial NHP
now at Virgin Islands NP

Advice and Insights to Better Use Group (Public) Input

- Keep the general public well informed. Public meetings, gifts and donations, volunteer contributions, and policy or park operational changes all require appropriate publicity. In general, people don't like surprises. Utilize all the media tools that are available (bulletin boards, park brochures, interpretive program announcements, press releases, public service announcements, etc.) and allow adequate time to reach the widest and most representative audience. In a similar vein, recognition and thanks to groups and individuals are generally well received, a necessary part of maintaining positive relationships, and may inspire future contributions and assistance.

- If conducting a public meeting: keep it short but informative; publish an agenda and stick to it; if a single voice or special interest seems to dominate the meeting, moderate and at-

tempt to make sure all opinions are heard; don't permit intimidation, but at the same time, don't stifle opposing points of view.

- Try to inform interested groups and citizens about agency policies, organization planning procedures, and budget constraints accurately and succinctly. Avoid overwhelming folks with detail and trivia that are unnecessary and confusing.

- Avoid involvement in occasional internal political squabbles that might arise within groups associated with the parks as much as possible.

- Make sure the group knows that it is needed and wanted. Be sure carefully to define how the group can assist the park unity and maintain communications to support this level of involvement.

- In order to get something from a group, you have to give something. The giving can be as simple as recognition or a thank you. Other examples of giving in-

clude: allowing employees to sell interpretive literature provided by a cooperating association at a park visitor center; when possible, filling seasonal positions with qualified individuals who have worked in the park previously through job training or other programs; completing student evaluations and other university reports for students who have assisted the park through internships; providing slide shows or special interpretive tours to state tourism boards or local chambers of commerce who will be promoting the park; providing a small plaque for recognition of an individual who provided funding for a new exhibit or visitor center.

- Encourage employees to be involved in local civic groups and programs. This improves the image of the park as an integral part of the community and friendly neighbor.

Midwest Region

The Friends of Glacier Bay

Larry Bright, President
with Bill Brown & Carolyn Elder

Climbing higher for a still broader outlook, I made notes and sketched, improving the precious time while sunshine streamed through the luminous fringes of the clouds, and fell on the green waters of the fiord, the glittering bergs, the crystal bluffs of the two vast glaciers, the intensely white, far spreading fields of ice, and the ineffably chaste and spiritual heights of the Fairweather Range, which were now hidden, now partly revealed, the whole making a picture of icy wilderness unspeakably pure and sublime.

—John Muir, 1879, above the west arm of Glacier Bay

A discussion of the Friends of Glacier Bay must begin with the reasons for the group's existence. Rapid deglaciation, the interface of mountain, sea and ice, and the unaltered, unwavering return of life to this land make it a special place. The human values bonding the diverse membership of the Friends of Glacier Bay derive from the place itself—from the profound working of primal forces that hold all things, living and inanimate, in a web of infinite complexity. Glacier Bay is a living laboratory where scientists and artists alike probe for answers to the mysteries of our planet; it is a window on the universe.

For a glimpse through the window, back country explorers, cruise ship visitors, and scientific investigators

share the solitude and wildness of Glacier Bay. The natural integrity of this wilderness allows us the opportunity to search for answers, to sense things eternal.

As early as 1969, there was serious talk of the need for a civilian organization, a watchdog group that could review park management and make enlightened suggestions. After a lodge was built and a concession operation established in the mid-1960s, long-term residents, scientists, writers and park employees could see the pressures developing on the park and the agency charged with protecting the ecosystem in its pristine condition.

Formal establishment of the Friends of Glacier Bay did not occur until those



Bartlett Cove, Glacier Bay Alaska (photo by Larry Bright).

pressures grew several fold. In 1979, when the group was founded, cruise ship traffic, backcountry use and concessioner tour boat activities were all at record levels, in contrast to the dramatic decline in humpback whale activity. So it was that the Friends of Glacier Bay organized, dedicating itself to perpetuating Glacier Bay's integrity as a natural system and as a repository of cultural values.

The major values of Glacier Bay, as seen by its friends group, are these: the park serves as a scientific baseline in a changing world; as wilderness—whether viewed at the threshold or experienced in backcountry solitude; as inspirator of artistic and literary expression. These values interlock and reinforce one another without defined boundaries or categories.

The Friends identify with the founding motives that led to the establishment of Glacier Bay National Monument in 1925, and the expanded park and preserve in 1980. Believing that an "informed, cohesive community of citizens can help direct the management of the park in a positive, protective way," the Friends view themselves as supportive stewards working in concert with or, on occasion, in loyal opposition to the National Park Service. With a diverse membership reflective of the park's major values, the Friends offer counsel and critique to the Service. As a result of such counsel, administrative and concessionaire proposals alike have been modified to better fit the park environment.

Through open, honest dialogue with the Park Service, the Friends have been successful in their mission. From its inception, the park's humpback-whale management program was encouraged and supported by the Friends. The park's general management plan was reviewed at length by the group, corrections made, and alternatives proposed. The Friends recently have finished a backcountry management policy framework that we hope will help guide reasonable and prudent NPS management of backcountry use.

For any organization to be effective as a sounding board, there must be mutual trust and respect among the parties. If paranoia and territoriality prevail, nothing constructive is accomplished, at least not without great effort and anxiety. A positive relationship has prevailed between the Friends and park staff, but not without periods of tension. Open communication is essential, especially during times of stressful decision-making. For the Park Service to capitalize on the knowledge and effort provided by groups like this one, it willingly must open office doors.



In 1983 the Friends cooperated with the Park Service to sponsor the First Glacier Bay Symposium. This highly successful gathering brought together some 130 people for three days of meetings and discussions. Scientists representing the disciplines at work in the park met with resource managers and wilderness advocates to discuss ongoing research, share ideas and common concerns, and make recommendations for the future. A second symposium is being organized for September 1988. Recent designation of Glacier Bay as an international biosphere reserve—a protected sample

of the world's major ecosystems—underscores Glacier Bay's significance to science and to all who cherish huge untrammelled spaces.

The Friends of Glacier Bay will continue to serve both an evolving society and this place of enduring values. They are advancing their purpose with periodic newsletters and an annual meeting in Gustavus, Alaska. Public memberships are available, and there is an endowment fund. If you are interested in knowing more, write: Friends of Glacier Bay, P.O. Box 135, Gustavus, Alaska 99826.

Benefits of Working with Groups

- Groups can provide support for park policy and regulations in local communities. Consultation with groups enhances the credibility of park planning and management efforts and can provide a "bridge of understanding" between management and the average citizen.
- Groups can provide political support and will lobby in Congress for issues such as wilderness designation, boundary changes, land acquisition, and restoration or other capital development projects.
- Groups often provide volunteer assistance in trail maintenance and construction, "park watch" or crime prevention programs, interpretation, special commemorative events, and other Volunteer-in-Park programs.
- Groups can represent a variety of interests and, therefore, may provide a broader perspective in evaluating the planning and operation of a park unit. Contact and coordination with groups avoids the "operating-in-a-vacuum" syndrome and representative groups can reflect a measure of general public opinion.
- Groups, particularly those interested in fundraising and having tax-exempt status under Section 501(c)(3) of the Internal Revenue Code, have the flexibility and freedom from political impediments which can facilitate donations.
- Foundations can accept gifts of land that may be of marginal value or usefulness, sell the property, and use the funds raised to acquire more useful lands.
- Groups such as foundations or associations are not "Government." Some individuals are reluctant to contribute to projects or programs generally supported by tax dollars.
- Groups can be confidential in their negotiations with donors.
- Under the "NPS Policy on Fundraising and Philanthropy," released April 1, 1986, there are strict limitations on the involvement of NPS personnel in fundraising projects and requirements for involving groups in such a capacity. This document should be reviewed before any such operations.

Midwest Region

The Friends Of Independence NHP

Carolyn Hubbard
Executive Director

Volunteer efforts were an integral part of the establishment of Independence National Historical Park in 1948, but it was not until 1972 that a formal friends organization was created. Looking forward to the bicentennial celebration of the Declaration of Independence in 1976, Superintendent Hobart G. Cawood used the impetus provided by a failure to build a huge success.

Early in 1972, John F. Milley, chief of museum operations, had tried unsuccessfully to acquire a Peale self-portrait for the park's collection. His week-long, last-minute effort to put together a consortium of donors to purchase the portrait had failed. However, the response had been positive and supportive, suggesting that greater assistance could be gained with effort and an organizational structure.

As a result, Cawood and Milley met with interested individuals and members of volunteer groups to define ways in which a friends organization—similar to those already established for museums and libraries—could help the park. Major issues included the need for additional interpretation—there were no evening activities for the community and no publication to make people aware of the park's efforts—and the need for funds to supplement or improve the collections.

On September 17, 1972, the newly named and formed Friends of Independence National Historical Park (FINHP) invited the first members to the signing of the charter and a reception in Independence Hall. Approximately 250 attended; they commented very favorably on the program and the purposes of FINHP:

- to foster and encourage the conservation, development and interpretation of the historic resources of the park for the benefit of the public and for posterity; and
- to acquire works of art, antique furnishings, manuscripts, books and other artifacts of historical importance to be placed within the park.

Plans for a tentative schedule of events were announced, including a candlelight tour of the park and a lecture series. Shortly thereafter, FINHP began its acquisitions with donations of an original armchair, made for Congress Hall when the capitol moved to Philadelphia, and an unusual, persimmon-wood Philadelphia tall-case clock.



Weaving the carpet in Spain for the Senate Chamber (photo courtesy of Independence NHP).

Among the most significant early donations to the park from FINHP were extremely rare pastel portraits, taken from life, of James and Dolley Madison by James Sharples. Originally displayed in The Second Bank portrait gallery, Madison's portrait now is part of *MIRACLE AT PHILADELPHIA: The Constitutional Convention Bicentennial Exhibition*, housed in the Second Bank building for the celebration.

In the following years FINHP completed many projects: provision of installation costs for the permanent archaeological exhibit in Franklin Court; acquisition of antique furnishings for the reception room in the west wing of Independence Hall; sponsorship of a book, *"Treasures of Independence"*; purchase of two chairs once owned by Governor John Penn and now in the Governor's Council Chamber in Independence Hall; purchase of important maps, prints and drawings, as well as a self-portrait by Charles Willson Peale; contribution to the preservation of Mikveh Israel cemetery, the second Jewish cemetery in the colonies; and provision of an annual stipend for a museum intern.

A most impressive project was the acquisition of a hand-knotted replica of the original magnificent carpet commissioned in 1791 for the Senate Chamber in Congress Hall. The 40'x 22' carpet

was lost when the Capitol moved to Washington, DC, in 1800. Many years of research had provided the design, but the carpet became reality only when the FINHP secured a \$26,000 grant from a private trust. The grant also partially financed the publication of a book, *The Most Splendid Carpet*, which delineates the history, design, significance and stylistic composition of the Senate carpet.

Welcome Park, an educational commemoration of William Penn and the founding of Philadelphia, was one of the most ambitious projects undertaken by FINHP. Hard-working volunteers raised \$1.5 million from 700 private donors for this important addition to the park. Designed by internationally known Philadelphia architect Robert Venturi, with contributions of content from a committee of historians, Welcome Park was constructed on the site of Penn's "Slate Roof House" in Philadelphia where he signed the Charter of Privileges in 1701. The charter assured religious freedom to Pennsylvania's rapidly growing population within a framework of government that lasted until the Revolution. Fifty years after Penn returned to England in 1701, the national symbol now known as the Liberty Bell was cast to commemorate his Charter of Privileges.



Installation of new carpet, Congress Hall Senate Chamber (photo courtesy of Independence NHP).

After four years of study and planning, FINHP opened MIRACLE AT PHILADELPHIA, 199 years after the signing of the Constitution. The exhibit, the nation's first celebration of this historic event, uses documents, art and artifacts to tell the story of the delegates to the Convention and their efforts to create this new form of government. The exhibit was funded with major grants from The National Endowment for the Humanities and the J. Howard Pew Freedom Trust, and coordinated by FINHP in a consortium with Independence NHP, The American Philosophical Society, The Historical Society of Pennsylvania, and the Library Company of Philadelphia. Special educational materials were prepared in conjunction with MIRACLE, and are available to school groups as well as to the general public. The exhibit will be open throughout the bicentennial year of 1987.

Numerous scholarly and popular lecture series, tours, and musical programs are organized and funded by FINHP. Activities include an extensive program of free, guided walking tours, a tea garden and a historical drama. A popular walking-tour guidebook has been published for the convenience of visitors. Philadelphia area residents, as well as visitors, enjoy Philadelphia Open House, a nationally known program of neighborhood and cultural tours conducted under the auspices of FINHP every May.

A 21-member board of directors

oversees all activities of the organization; standing committees, such as Nominating, Finance, Membership, and The Tea Garden, are chaired by members of the board.

To accommodate the many programs, FINHP maintains an office in the park headquarters building, courtesy of the park. Permanent staff includes an executive director, a business manager, and a coordinator for Philadelphia Open House. The Tea Garden is managed and staffed by students who live in the greater Philadelphia area; it provides summer employment for 6-8 young people each year.

Nearly \$3 million has been raised for Independence NHP by the friends. The membership is proud to have the exceptional opportunity of working as a group of private citizens with a federal agency to promote and preserve the environment of our national heritage. This work was recognized by the Department of the Interior in 1978 with the Conservation Service Award, the highest recognition granted to a private citizens' group by the Department. In April 1983, the Friends of INHP received the Secretary of the Interior's Commendation Award.

As the park prepares for its second bicentennial, the Friends of INHP, now 1,400 strong, look forward to another challenge and another special opportunity to help the park. FINHP will be proud to celebrate its 15th anniversary on Constitution Day, 1987.

Insights

There are more and more pressures and problems outside of park boundaries that threaten a park's existence. The future success of each park in meeting certain national goals is dependent upon how well the park aligns its goals with local needs. Managers need to get more involved in local politics. It will ensure the future of their parks.

William Gray

NPS fails to properly orient the volunteers or association to the complete park resource.

Dennis Hoffman

I notice a more open attitude from some community groups and individuals since I moved out of the park into the community. They see it as a commitment to the community. It does detract somewhat from "knowing the park" however.

David Ames

We did underestimate the reception to park-sponsored programs. What was ordinary to us became extraordinary to the community.

Gary Kuiper

The only insight I have, is that though cultivating support is time-consuming, we can't afford not to do it. The results generally outweigh the investment in time.

Dennis Davies

Friends To The Rescue At The Fort

Mary Williams, Historian
Fort Davis NHS

The sharing of a dream—the restoration and refurbishing of an enlisted men's barracks—led to the formation of a friends group at Fort Davis NHS. The barracks was restored on the exterior in the mid-60s shortly after the park was established. However, due to lack of funds, work on the interior never began, and for 20 years an empty shell greeted visitors to the site.

Four years ago when the National Park Service began encouraging areas to seek private sector support for programs and construction projects, park personnel saw an opportunity to secure long-term assistance for Fort Davis, and to fulfill a long-standing commitment: to finish the barracks project.

It was not difficult to find support for such a group or to assemble an active and enthusiastic board of directors. The group began to plan and set goals, with the restoration and refurbishing of the barracks at the top of the list.

The organization's first money-making project was the presentation of a Victorian melodrama, performed in the fall of 1983. Area residents generously donated their time and talents, and the local high school made its auditorium available to the group. More than \$1,100 was raised by the Friends of Fort Davis. Not bad for a town of approximately 1,000 inhabitants! Soon the group was funding the purchase of small items for the barracks, preparing grant applications, holding membership drives, and formulating plans for a Restoration Festival, held on Labor Day weekend in 1984.

In the three and one-half years that the Friends of Fort Davis has been active, the group has raised, or helped to secure, \$100,000 for the barracks project. Thanks to the group, the enlisted men's barracks was restored, and, to date, 80 percent refurbished. Remaining items are expected to be purchased within the next six months.

The Friends continue to be a strong, effective organization, and the Restora-

tion Festivals have become yearly events. Highlighting each festival is an antique auction that draws donated items as well as articles consigned by dealers at cost. The auction attracts buyers from all over western Texas. Other mainstay festival activities include a Texas-style barbecue, western art show and sale, 19th century games for children, and artillery demonstrations.

Fort Davis NHS is fortunate to have this dedicated and responsible organization at its side. The Friends are currently working on this year's festival, which will include the raffling of a handmade quilt, patterned after an original in the fort's collection, and a replica Springfield carbine. The quilt was made and donated to the Friends by another Fort Davis NHS support group, The Davis Mountains Quilter's Guild. The Friends of Fort Davis are also setting their sights on funding other approved preservation and restoration projects, and on participating in the official dedication of the barracks, tentatively scheduled for February 1988.



Restoration is the name of the game—Fort Davis takes on Fort Concho at the Restoration Festival. "Enlisted men" play their favorite sport by 1880s rules—no gloves and no mask for the catcher.

Cooperating Associations, Friends For 67 Years

Bob Huggins
Servicewide Private Sector/
Cooperating Association Coordinator

The year was 1920. The National Park Service had been in existence for only four years and had yet to establish any real funding base. Despite this formidable obstacle, the chief naturalist at Yosemite, Ansel Hall, wanted desperately to build a museum and begin to offer interpretive programs to the visitors. Knowing that this project would be impossible with the existing appropriated funds, he sought private sector assistance in the San Francisco-Oakland Bay area. That year saw the formation of a loosely-knit group of local business people into an organization known as "The Yosemite Museum Association." The goals of the group were simple—raise funds and support for a museum for the Yosemite Valley. While the initial concept was simple, their actions would set into motion two of the most positive programs in the national park system—friends groups and cooperating associations.

The Yosemite experiment was a success. The museum was built, proving that private sector and government could work together to provide a service to the public. Rather than disband after the museum was completed, the Yosemite Museum Association began to look around to see what other projects they might assist. At this point in history, the association was functioning as a true friends group, but this was about to change.

In the 1920s, not unlike today, it was difficult to produce interpretive publications quickly through the normal

government channels. The Government Printing Office (GPO) was always backlogged, and site-specific publications were not a high priority. After all, "who cares about a book on the wildflowers of Yosemite?" Well, people did care, and that need was about to be met through a unique relationship between the government and private business. The Yosemite Museum Association asked: "Why couldn't we publish materials and then sell them in the museum, simply to recoup our cost. What could happen if we formed a non-profit educational corporation to assist Yosemite in its interpretive effort?" With that, the first cooperating association was born.

One wonders, if someone came up with that idea as a new one today, whether we wouldn't try to find a way to keep it from working. "What's in it for them?.... There's gotta be an angle.... Naw, I'm sure that's illegal!"

Well, it worked—wonderfully. Soon associations began to appear in Zion, Glacier, Rocky Mountain. Even the Congress of the United States looked, saw that it was good, and passed Public Law 633, 1946, which allowed the Secretary of the Interior to enter into agreements with non-profit educational associations to provide educational assistance to the National Park Service.

Soon, an interesting phenomenon began to emerge. Not only were the associations able to recoup their cost of publishing through the sales of their publications, but they were actually starting to turn a profit, something non-profits aren't allowed to do. The answer? Simply donate excess revenue to the interpretive/educational program

of the National Park Service—which was the basic intent of the very first association in Yosemite.

Today, there are sixty-six independent cooperating associations serving almost every unit of the national park system. Each year they donate nearly \$4 million in free publications, services, training and equipment to the parks, while providing high quality publications and educational materials to the public.

While cooperating associations are friends to the parks they serve, they differ from friends groups in several ways. All associations are non-profit corporations chartered within the state in which they operate. They all agree to abide by the same memorandum of agreement and follow a standard guideline, NPS-32. Likewise, their role is limited to providing interpretive/educational materials to the public, and support to the National Park Service. While the support to the National Park Service and the other agencies they serve may be a financial one, associations are discouraged from actual fund-raising. That activity is left to friends groups.

In many parks, friends groups and cooperating associations work together. Often, they comprise the same core group of people. Each organization has its own responsibility and makes its own significant contributions to the park.

Sixty-seven years ago, the idea of private sector support of national parks was born in Yosemite. Unlike many other initiatives that have come and gone, cooperating associations have grown stronger every year, stronger, not only in size and scope, but stronger in support of the national park programs. Sixty-seven years of commitment have made cooperating associations true "Friends of" the national parks.

Benefits Of Working With Groups— Some You May Not Have Considered

Interaction with these groups serves as an educational forum for both parties.

Yellowstone NP

Critiquing of various action plans invariably results in better quality plans.

Canyonlands NP

They are willing to provide critical views of the park and its management as well as only favorable ones.

Redwood NP

Community senses NPS presence as permanent, contributing, concerned, and valuable.

Badlands NP

An early warning system tied to grass roots special interests, it occasionally aids in heading off potential problems and unfounded rumors.

Assateague Island NS

Drawbacks Of Working With Groups— Some You May Have Considered

Park becomes too dependent on volunteers for much of our day-to-day work.

Custer Battlefield NM

Hard to keep older VIPs from giving personal views that may not be accurate historically.

Bent's Old Fort NHS

Volunteer work can be erratic—not accomplished according to NPS timetable.

Haleakala NP

Can't necessarily be counted upon to follow agreed-upon working procedures.

Mount Rainier NP

Rules, regulations, and policies sometimes conflict, creating unnecessary turmoil. We frequently find ourselves mending fences.

Shenandoah NP

—And Some That May Surprise You

There may be a tendency to use financial support in lieu of normal funding and create a false illusion of solvency for interpretive program, i.e., information center operations.

Bryce Canyon NP

Competition with Pow Wows and other cultural activities.

Nez Perce NHP

Sometimes NPS cannot reciprocate or respond as expected because of restraints or limits on spending appropriated funds.

Colonial NHP

We really have had no evidence of any drawbacks in working with these groups. We have a good understanding of what are mutual concerns, the limits of what each can do, and there has been no evidence of pressure tactics utilized.

Fort Vancouver NHS

Independent Council Aids Regional Director

Dolores Mescher
Planning & Grants Assistance, MARO

Every regional director gets input from special-interest groups and individual citizens without even asking for it, but this input gives only part of the information needed to make informed decisions. In the Mid-Atlantic Region an independent Council was formed, with support and guidance from the National Parks & Conservation Association. Since 1982, it has served as a citizens' group that communicates with the regional director as to whether he is operating the parks in the best interest of an impartial public. The Council also helps to identify and minimize threats to the parks in the region; to exchange information and ideas in order to promote volunteerism and public participation; and to keep communication flowing among park constituencies, the government, the media and the general public.

In the late '60s and early '70s, NPS had unity groups, invited collections of representatives from prominent conservation organizations, brought together by the Director. Modeled on a press conference format, they followed a time-honored procedure, issuing statements and allowing selected questions from a selected audience. These groups sometimes affected policy, but there was little exchange of ideas and information.

In the late '70s, the unity groups were expanded to the regions and given more structure; they began to act as informal advisory boards to the regional directors. Some of them were enormously successful, busy, interested and stimulating; others filled a less constructive role. Eventually, however, the same

fate befell all of them. As their advice went unsought or unheard, the groups gradually disbanded.

In the Mid-Atlantic Region the void was filled when the president of the Friends of Independence NHP and the president of NPCA met in 1981 to discuss what NPCA could do for the cultural resources of the Park Service. They understood that Regional Director James W. Coleman, Jr., wanted to open up lines of communication with the general public; this cooperative understanding led to the formation of the Mid-Atlantic Regional Council.

The Council, incorporated in Pennsylvania, was formed when NPCA provided staff time and helped develop a process for selecting potential members. NPCA supplied names of people who had an active interest in the parks but were not representing special-interest groups. From these people and their friends, 18 were chosen as representatives of various areas, backgrounds and interests. The by-laws require that each member attend at least 50 percent of the meetings in order to be eligible for another term. The Council selected members well—there is at least 80 percent attendance at each meeting. Council members are not paid and, in fact, must pay their own expenses for the meetings.

The direct expenses of the Council amount to about \$1,000 per year, and have been supported by a private corporate donation. The Council received a grant of \$27,000 to produce a guidebook to the parks of the region. It went on sale in May 1987; sales are expected to generate funds for the Council's operating budget.

The Council's 18 members represent

the 27 parks in the region. There are two meetings a year, held in a different park each time. A special effort is made to hold the meeting in a park that has an important issue to address. The eight-member executive committee meets four times a year and acts as a task force. It reviews issues in depth and makes recommendations to Council members before the regular meetings. The committee also draws up the agenda for the regular meetings and acts on any issues that need urgent attention between regular meetings.

The regular meetings are two-day affairs. They begin with a Sunday afternoon tour of the host park, followed by a dinner with active members of the community and the local media. The speaker is often someone from the Director's office in Washington, so Council members get to meet some of the people whose names come up in meetings.

The business meeting takes place on Monday. It addresses issues submitted

in advance by various Council members. Then there is a roundtable discussion in which each member has five minutes to talk about the park or parks that he or she represents.

The Council has dealt with adjacent land use at Fredericksburg-Spotsylvania NMP and ORVs at Assateague Island NS. It has helped arbitrate a conflict between the park and future canoe liveries at the Delaware Water Gap NRA, as well as helped establish the Friends of Virginia Civil War Parks, Inc., a unified support organization for the five parks (Appomattox, Fredericksburg-Spotsylvania, Manassas, Petersburg and Richmond).

The Council's clout staved off potentially disastrous headlines by helping resolve a conflict of interest between the Boy Scouts of America and Valley Forge NHP. Ten years had passed since the Scouts held a jamboree in the park, and they wanted to celebrate their 75th jubilee by returning to the old campgrounds. In the interim, Valley Forge

State Park had become a National Historical Park, and the Scouts' old campsite was now a protected historic area. The NPS suggested they camp in the less historic portion of the park. The Scouts, however, wanted the old site. Treading carefully, the Council negotiated with the Scouts. They mustered the backing of a formidable array of friends groups, as well as conservation and preservation organizations to convince the Scouts to accept the solution of camping within the park, yet outside the historic area.

Today, when decision-makers in the park and recreation field have the challenge of making complex decisions, they need not have all the best answers at their fingertips. They do need the tools to find the best answers, however, as well as the versatility to explore the avenues that will lead to those answers. Councils offer one such avenue. They are an untapped source, a way of finding those answers that are the best.



Boy Scouts of America at Valley Forge.

The Friends Of Taft

Steven Kesselman
Superintendent
William Howard Taft NHS

Like many NPS units, William Howard Taft NHS began outside the system as the project of private citizens organized along the lines of a friends group. Now more than fifteen years since it became part of that system, the site continues to rely on the support and involvement of its friends. Throughout this development process, a pivotal element has been the active participation of the Taft family itself.

In 1934, four years after Taft's death, the William Howard Taft Memorial Association (TMA) was founded by a civic association and a PTA in his old neighborhood in Cincinnati. Their goal was to establish a memorial to the only person to have held the offices of both President and Chief Justice of the United States; they looked to the restoration of his birthplace and boyhood home as a suitable aim. Their effort was intended to memorialize a continuing tradition of public service begun with Taft's father, Alphonso Taft, the original owner of the home and a major figure in Ohio politics as well as a member of President Grant's cabinet.

In the beginning, however, the Taft family was reluctant about providing support. President Taft's two sons were actively pursuing state and national political careers of their own from the 1930s to the 1950s, and support for a memorial seemed an exercise in self-promotion to the family at that time. Senator Robert A. Taft was a major contender for the Republican presidential nomination from 1940 to 1952; Charlie Taft's political life began in city politics in the 1920s and peaked in a race for Governor of Ohio in 1952 (President Taft's daughter, Helen Manning, had a distinguished academic career). It was not until the late 1950s and 1960s, when the political careers of President Taft's children were ending and those of his grandchildren beginning, that the family felt it could become actively involved again. Charlie Taft took charge of the TMA, acquired the homestead in 1964, and began to restore the exterior of the structure. He hoped to have the federal government operate the property after the restoration was completed.

Several times during its existence, the TMA had turned to the National Park Service for advice and support. Charlie Taft's familiarity with the federal scene made him see the Service as the logical legatee of the TMA's interests. Congress passed the authorizing legislation in De-



Inaugural Ball celebration, March 2, 1985.

cember 1969; title was transferred early in 1970. Because Charlie Taft envisioned the TMA's continued existence as a support group, that is the direction it took. TMA supplemented its donation of the Taft property with the acquisition and donation of an adjacent lot in 1972. Apart from that, TMA served as custodian of a memorabilia collection it had started gathering in the 1930s. In 1983, when the collection was deeded to the Service and Charlie Taft died, the TMA ceased to exist.

Since that time, the Friends of the William Howard Taft Birthplace have stepped in to fill the gap. Organized in late 1983 by then-superintendent Maxine Boyd and members of the next two generations of Tafts, the Friends was incorporated in 1984. The group signed a memorandum of agreement with the Service to assist in the restoration and operation of the site, and to foster awareness of Taft's career. A membership organization of approximately 400, with annual dues of \$10 per mem-



Program for the Inaugural

ber, the Friends has a board of trustees that has included lawyers, accountants, corporate managers, community representatives, volunteer administrators, civic activists, political figures, and members of the Taft family. From its inception, it has been directed by a local historic preservation community leader familiar with the complexities of historic site development. Because the site has been a long time in development, the Friends group has been especially helpful in focusing public opinion and, in turn, disseminating the Service's standards, procedures, and plans, considerably easing an otherwise difficult and possibly controversial process.

The Friends' involvement with fund-raising for the site began with the publication of a gifts catalog, designed by the park and the Midwest Regional Office. The booklet, which listed all of the site's developmental and operational needs, was mailed to 5,000 people. In 1986, a formal fund-raising plan, prepared in response to the Director's policy statement and a new assessment of site needs, expanded the Friends' role and clarified the sharing of capital needs between the Friends and the Service. It was decided that appropriated funds would be used to rehabilitate and restore the historic structure; donated funds would be used to refurnish the historic rooms and to construct exhibits in the adaptively reused portions of the house. Both the Friends and the Service

aim to complete the site in time for the celebration of Cincinnati's bicentennial in 1988. This, with certain other expenses, has given the Friends a current fund-raising goal of \$564,000, of which 70 percent already has been raised.

The Friends bring the site's needs and potential to the public through special events and through its Taft Times. Issued two or three times a year, the newsletter is professionally printed and mailed to 2,500 people: members of the city historical society, preservation groups, the bar association and the Friends' own members. Special events have included a "before" (pre-construction) reception at the Taft house, in which each young visitor received a plastic hard hat with the Friends' logo on it, and a period Christmas celebration for the children of William Howard Taft Elementary School. The Friends also sponsored the opening of a presidential exhibit at the Taft Museum, an art museum that is the legacy of President Taft's brother, to bring the site's needs to the attention of the arts community. The most unusual event so far was a gala Inaugural Ball held in March 1985, organized to recall William Howard Taft's own inauguration in March 1909. A local civic figure and his wife portrayed Big Bill and Nellie Taft. With tickets costing up to \$200, the event raised \$17,000 for the Friends and gave them invaluable publicity.

On a more directly educational level

is the William Howard Taft Lecture on Constitutional Law, which commemorates both Taft's birthday and Constitution Day. Co-sponsored by the Cincinnati Bar Association and the University of Cincinnati College of Law, the lecture addresses issues of current constitutional concern and calls attention to Taft's importance as Chief Justice. Judge Carl McGowan of the U.S. Court of Appeals gave the first lecture in 1986. He will be followed by Senator Orrin Hatch in 1987, Justice Antonin Scalia in 1988, and Justice Sandra Day O'Connor in 1989.

The Friends are also the sponsors of a full-scale historical study of Mount Auburn, the neighborhood in which the site is located. Examining the community's evolution from a wealthy 19th-century suburb to a low-income, inner-city neighborhood, the study will help focus efforts to create a local historic district, contribute to the city's redrafting of the neighborhood plan, and be the source of Service-sponsored public forums, exhibits, and publications.

As William Howard Taft NHS approaches the end of its developmental phase, educational activities will no doubt expand. It is with great excitement that the site staff looks forward to redirecting the time and energy now devoted to fund-raising into its primary mission.

Advice: One-Liners

Contact other parks who have successful friends groups and borrow profusely their ideas and documents. Also, have a targetable project/reason for establishing a friends group; otherwise the effort is not worth the output.

Fort Union Trading Post NHS

People are willing to give funds and services, provided they are given proper recognition and have a clear idea of the goal and are free of red tape.

Saint-Gaudens NHS

Tell community organizations everything you know, don't hold back.

Minute Man NHP

Know when and how to say no, but try to have alternatives to offer.

Zion NP

If possible, have group recruit quality, not quantity.

Fort Laramie NHS

Most of these groups are delighted to have a fed involved with them; usually all it takes is a positive approach.

Redwood NP

The park should make its viewpoints known, but should not dominate the group's decision making process.

Bryce Canyon NP

Perform a cost benefit analysis before involvement with community organizations.

Women's Rights NHP

Be seen and known throughout the community.

Roosevelt-Vanderbilt NHS

Consider in the working agreement a time for evaluation and termination of the working partnership.

Black Canyon of the Gunnison NM

Recognize the interplay between formal and informal community organizations in program planning and implementation.

Saugus Ironworks NHS

Ensure that relationships with those whose lives and traditions are affected by NPS are considered in park planning.

Allegheny Portage Railroad NHS/
Johnstown Flood NMem

Recognize/keep in touch with those who have helped in the past.

George Washington Birthplace NM

Advice: Two-Liners

To have a friend, you must be a friend. To have people associate with you, you must associate with them.

Independence NHP

Primary thing is being honest, being available and flexible.

Jewel Cave NM

Only work with community groups if you can afford the time and effort. A good relationship with a few community groups is superior to many small poorly conceived relationships.

Black Canyon of the Gunnison NM

An attempt must be made to have a full understanding of the group's capabilities and match them with the park needs both short and long term. When the group's abilities do not match the need of the park we must recognize that the end result may not be as positive as planned.

Mount Rushmore NM

Search for areas of mutual agreement or concern and build on them. Don't ignore differences or conflicts, but also don't dwell on them with group relations.

Valley Forge NHP

Recognize the two-sided coin—recognize different marketing strategies for pulling together resources. Do not pit the strong against the weak—the successful should help the inexperienced.

Longfellow NHS

Don't restrict yourself to only friendly groups. Be involved in community affairs and with both friendly and unfriendly organizations that have some connection with your park.

Custer Battlefield NM

One Room At A Time

Joe Graves
Cumberland Island Historic Foundation

"A marvelous example of what can be accomplished by a diversified group of private citizens working with NPS officials," exclaimed the president of the Cumberland Island Historic Foundation. He was describing four years of work that determined the best, most feasible use for Plum Orchard, the Georgian Revival style mansion donated to the National Park Service in 1970. The cooperative effort was initiated when the group invited Robert Baker, Southeast regional director, to inspect the house and brainstorm about its future.

Built on Cumberland Island in 1898 for George Carnegie, the nephew of steel magnate Andrew Carnegie, Plum Orchard has wide piazzas, an indoor swimming pool and squash court, 11 bedrooms, parquet floors and ornate moldings.

The regional director's "enthusiasm and leadership ability stimulated all of us," the chairman said. "First he gave

us the bad news—that the NPS had many worthy historic structures and not a fraction of the funds needed to restore them. But the good news was that he pledged his cooperation, and that of his staff, if our group organized and helped find the best use for the house."

After several meetings in 1983, the Cumberland Island Historic Foundation was formally organized in 1984. At that meeting a member of the NPS Denver Service Center team presented the issues, constraints and options that needed to be considered as a development concept plan evolved.

Foundation members and NPS officials agreed to three basic options:

- 1) Private lease
 - a. Foundation as lessee with right to sublease
 - b. Private sector organization or group as lessee
- 2) NPS house museum
- 3) Interim mothball care for the house until a suitable use could be found.

The possibility of a private lease was seriously considered but finally discarded.

The foundation decided that tenants would require modern improvements to the house and grounds, as well as vehicular access through the adjoining wilderness area.

The mothball alternative likewise was rejected. The foundation, in conjunction with the National Park Service, decided a house museum represented the best use. Before creation of the foundation, the NPS had replaced the roof and contracted to have the exterior of the house painted. But how to raise all the money needed to restore the interior of a 21,724-square-foot house—that puzzled everyone.

At its October 1985 meeting, the foundation voted to "concentrate all of its energies on helping restore the interior of Plum Orchard until that task has been accomplished." At that time, the foundation approved, and NPS endorsed, a policy allowing the foundation to raise enough money to completely restore one room in the mansion. According to the plan, that room then could be shown to potential donors as



Plum Orchard, 1936 (photo courtesy of Joe Graves).



Plum Orchard dining room, 1970 (photo courtesy of Joe Graves).

part of a presentation to solicit contributions to pay for the restoration of additional rooms, until all were completely restored. The furnishings of the house were donated, and are now in storage. As each room is completed, its furniture will be returned.

The foundation has raised \$14,000 to date, and will soon receive an NPS cost estimate for the restoration of its first room—the dining room. Everyone who has worked hard for this moment is looking forward to the results.

"Many people who visit Cumberland

Island want to see the interior of this house, so we already have tours once a month," reports Superintendent Ken Morgan. "We are excited about the restoration because we believe the public will love seeing the interior of this house come alive again."

After All, That's What Friends Are For

Betty Beuche, Executive Director
Los Compadres de San Antonio
Missions

December 1983 saw expectant citizens gathered in the waiting room of the Granary at Mission San Jose. Quiet excitement permeated the group. One of the founding fathers, an attorney, pronounced Los Compadres de San Antonio Missions National Historical Park incorporated. So was born the friends organization that now works hand in hand with the park.

The bureaucratic baptism, a memorandum of understanding with the National Park Service, came several months later—a rite of passage declaring Los Compadres to be a new branch on the old and traditional NPS family tree. It was time for the organization to begin growing up, to work through the delights and frustrations, pleasantries and irritations that are all part of being a friend. It was also time to prove that the private sector child adopted by a bureaucratic parent could thrive, indeed could become a different, but integral, part of the family unit.

In April 1987 the young adult that Los Compadres had become could boast a lengthy list of accomplishments: six

hundred members, of which approximately half are businesses and corporations; seventeen founders, of which sixteen donated \$25,000 each and the seventeenth donated \$400,000; a gift shop that has operated profitably for each of its three years of existence; an official headquarters (the Harris House) at Mission San Jose; six paid staff members (three of them operate the gift shop seven days a week); contributors and grants from throughout Texas and from as far away as New York; a quarterly newsletter; two books published, both award winners; a docent program, with 15 tour guides, jointly sponsored with the Junior League and NPS; approximately \$600,000 in donations for park programs that have included emergency repairs, archeology, preservation study, preservation work, new construction, permanent interpretive exhibits, a definitive history study, and library books.

I guess we're growing up!

Board members work for the park because they love the missions. In San Antonio, the four Spanish colonial missions of Concepcion, San Jose, San Juan and Espada, with their associated farmlands, acequias (historic irrigation systems), dam and aqueduct, are an in-

tegral part of the life and character of the city. Many people think that the missions and the river are so vital to the identity of the city that the park has become a critical element of the tourism industry in San Antonio and in the southwest. They also believe that the missions will become an even greater force and a significant element for a healthy economy in the future of San Antonio.

I have been superintendent of two Texas state parks and have worked as a management assistant at San Antonio Missions NHP for five years. Growing up in the mission's neighborhood and participating in the San Antonio community has also provided me with a special set of values within which to operate.

From my perspective there is an appropriate tension that exists between the public and private sectors. The challenge for NPS and for friends groups is to find ways to use our differences to the best advantage for each. It's both difficult and fun to sort out how to make things work. A can-do attitude is a requirement. Everybody needs to win, and that means going through some growing pains.

Fortunately, in San Antonio everyone is winning. After all, that's what friends are for.



Los Compadres de San Antonio Missions NHP: (l to r) Betty Bueche, Charles Casper, Debbie Edwards, Arthur Troilo, Lynne Schreiner, Peter Grojean, Sally Buchanan, Hall Hammond, Roxie Hayne, Alice Wyatt, Sandra Rosenberg, Jeannie Frieden, Mary Heard, Murray Johnston, Kayci Cook, and Jose Sisneros.

The Washington National Monument Society: An Old and Upstanding Association

Lowell Sturgill, NCR

In these days of federal belt-tightening, a lot is being said about the virtues of private sector cooperation with the government in the provision of public services. A great many friends groups or cooperating associations of one kind or another have been formed to promote a wide range of worthwhile causes. For example, in the National Capital Region, invaluable assistance in labor and funds are provided by CAMPER (Catoctin Area Mountain Park Environmental Resources, Inc.), by FORCE (Friends of Rock Creek's Environment), by the Friends of the Kennedy Center, the Friends of the Vietnam Veterans Memorial, and, to most of the parks in the region not served by other associations, by the Parks and History Association. These are but a few of a much longer list.

Probably the oldest cooperating association currently assisting the federal government anywhere is the Washington National Monument Society, functioning continuously since it was originally organized in 1833. Congress first authorized a monument to George Washington in 1783, but had trouble achieving the goal. Then, after 50 years had passed, a number of citizens attended a public meeting in Washington, DC, in September 1833, to consider ways and means to erect a monument to the nation's first president. After reviewing the failure of Congress to fulfill its promises, the group organized the Washington National Monument Society; their goal, to erect a monument to Washington's memory through voluntary contributions from the general public.

The society remains alive and well to this day. It provides guidance, assistance, and a portion of the funds used in the operation of this great national treasure. Its members number eighteen. The President of the United States serves ex-officio as president of the society. The governors of the states are honorary vice presidents. The remaining officers are elected, annually, from among the society's membership.

The principal work of the society in recent years has involved the publication and sales of the interpretive brochure, "Washington—the Monument and the Man"; sponsorship of an annual wreath-laying ceremony at the monument and public celebration of Washington's birthday; advice and assistance to the National Park Service in the interpretation, preservation and



The Washington Monument (photo by Jack Rottier).

public access to the monument; and the financing of special projects for the monument's preservation as well as the improvement of services to the thousands who visit the monument each year. The society also has played a significant role in recent years with two highly visible programs: the care and replacement of the memorial stones on the interior walls of the monument, and the flag display surrounding it, as well as exhibits in the visitor area at the top of the monument, and exhibits at the ground level that inform those waiting in line about the monument and about the life of the great man to whom it is dedicated.

The current first vice president of the society is the Honorable Russell E. Train, who is also the chairman of the board of the World Wildlife Fund—U.S./The Conservation Foundation.

The current board also includes the Honorable James W. Symington, former congressman from Missouri; the Honorable Warren E. Burger, Chief Justice, Retired, Supreme Court of the United States; Gilbert M. Grovesnor, President, National Geographic Society; former astronaut Michael Collins; William Penn Mott, Jr.; and two former NPS directors, Conrad L. Wirth and George B. Hartzog, Jr.

These individuals give time from their already busy schedules and lend their talents, as do the thousands of service-minded citizens across America who volunteer each year to assist the NPS in accomplishing its mission. All of our volunteers are taking pride in America, and they are expressing this pride by their unselfish actions.

The Texas Schoolbook Depository Building: Preserving the Dark Side of History

Richard West Sellars

From a sixth floor corner window of the Texas Schoolbook Depository Building in Dallas, the traffic below seems surprisingly close—a slow-moving car makes an easy target. Lee Harvey Oswald had the same view as he crouched at this sixth floor window to watch the presidential motorcade approach on Houston Street and turn down Elm Street, passing through Dealey Plaza. Then he shot and killed President Kennedy.

With the assassination, on November 22, 1963, ordinary urban features here on the west edge of downtown Dallas suddenly became infamous landmarks—the grassy knoll, the triple underpass, the Schoolbook Depository Building. Centered around Dealey Plaza, this area forms a kind of amphitheater—open to the west, ringed on other sides by buildings of medium height, including the Depository Building on the north. This was the stage on which Camelot ended.

The sixth floor of the Depository Building is a single, large storeroom, virtually untouched since 1963. Closed to the public, the room is empty. But in November 1963, it was almost completely filled with boxes of schoolbooks, behind which Oswald concealed himself while he fired shots from the window.

Nearly a quarter of a century after the assassination, the Dallas County Historical Foundation plans to open an exhibit on the sixth floor. The exhibit will explain why President Kennedy came to Dallas, describe the assassination, and discuss the controversy and official investigations that followed. The southeast corner of the room will be stacked with boxes, as it was when used by Oswald. From adjacent windows, visitors will be able to view Dealey Plaza and the route of the presidential motorcade. An express elevator will provide direct access to the sixth floor, bypassing the lower floors now used by the Dallas County Commissioner's Court, and relieving those offices from continual contact with the inquiring public.

The Historical Foundation's plan calls for using the murderer's roost to interpret a traumatic event still painful for many people. One might logically question whether this is a proper response to the assassination. It focuses on the President's death, not his life. In fact, the sixth floor exhibit raises questions central to why and how we preserve our past, in Dallas or anywhere. What



Texas Schoolbook Depository.

is appropriate? What part of our past are we obligated or willing to preserve? Are we to keep only the remnants of "safe" history—high-style architecture, abandoned military forts, homes of pioneers, or warehouses to be converted into restaurants and condominiums? Or do we dare preserve what still hurts?

Since the day of the assassination, the Depository Building has been a troubling and controversial presence—a touch-me-not: tear it down and then regret it, or preserve it and be called tasteless. Initially, there were proposals to destroy the building—in a sense, to salt the earth, to get rid of this shameful site. But the building has survived. Now known as the Dallas County Administration Building, it was purchased by the County in 1977 and adapted for use by the Commissioner's Court. This has ensured the building's continued use and preservation, and has led to making the sixth floor available for the exhibit.

In addition to the Depository Building, other features of this historic site have survived, either by chance or by design. Dealey Plaza and its environs have changed remarkably little since 1963—two additional flagpoles, new lampposts, small historical markers describing the assassination, new direc-

tional signs for traffic. The trees along the grassy knoll have grown taller. The most striking visual change lies a quarter-mile southwest of the plaza—a towering complex of glass and steel structures built in the 1970s.

One block east of the plaza, but not visible from it, stands a memorial to John Fitzgerald Kennedy, designed by architect Philip Johnson and dedicated in 1970, a tribute by the citizens of Dallas County. Construction of the memorial avoided questions of appropriateness, for it was built on untainted ground and did not involve preserving the scene of the crime. When Kennedy passed near the place where the memorial now stands, his life was open to the future. In the plaza, beneath the south facade of the Depository Building, his life and presidency were terminated. Preserving the assassination site raises more difficult questions than did building the memorial.

Response to other assassination sites indicates that what is happening in Dallas is not unique. The closest parallel is Ford's Theatre in Washington, D.C., where John Wilkes Booth shot President Abraham Lincoln on April 14, 1865. Because of public objections, Ford's Theatre did not reopen after the

assassination. The federal government soon bought the building, converted its interior to office and storage space, then later used it as a museum of Lincoln's life and times. Literature of the nineteenth century refers to the building as "sacred"—there the Great Emancipator was slain.

Today, Ford's Theatre is a designated national historic site, open to the public. Ironically, plans to restore the building's interior to a theater were underway during the Kennedy administration. The stage setting in the rebuilt theater (completed in 1968) is for Act III, Scene ii of "Our American Cousin," in progress when Lincoln was shot. Based on Matthew Brady photographs and other reliable information, this accurate restoration includes the presidential box, furnished and decorated as it was on the night of the assassination. Just as the sixth floor exhibit will not be a memorial to Lee Harvey Oswald, Ford's Theater is not a memorial to John Wilkes Booth—rather, it recalls a President's martyrdom and preserves the historic setting.

In Memphis, the Lorraine Motel, where Martin Luther King, Jr., was assassinated in 1968, is to be preserved through a joint effort of state and local governments, and the private sector. The plans include converting the motel into a museum on the civil rights movement. But in Los Angeles, the kitchen area of the Ambassador Hotel, where Robert Kennedy was shot that same year, is both inaccessible to the public and subject to the rush of daily use, making it unsuitable to be a memorial site.

These responses indicate that the stature and public personality of the individual assassinated—and the circumstances of an assassination, including its setting—influence whether the public will maintain interest in a site. When President Kennedy was killed, Dealey Plaza was already a memorial area, a low-keyed monumental entrance or exit for downtown. The plaza's colonnades and park-like setting commemorate those who helped establish and build the city of Dallas. Further memorialization is in keeping with the area's original purpose.

People want to go to the assassination site. They come individually or by busloads to walk about the plaza's grassy knoll and white colonnades and read the historical markers. Invariably, they point toward the sixth floor window and the triple underpass.

They visit this place for many reasons. Some are simply curious, attracted by the macabre and the sensational aspects of the assassination. But others come in an effort to understand, to comprehend

what happened. Many come in an act of solemn remembrance—seeking a kind of reconciliation. Essentially they return, because they already know the site well from television and newspaper reports. It is almost too familiar. The site is a compelling yet terrible magnet.

To preserve sites of recent, disturbing history—of events not yet drained of their emotional intensity—requires courage and foresight. An exhibit on the sixth floor of the Schoolbook Depository Building seems an especially appropriate use of this place, a use that confronts this tragic event and acknowledges its lasting historical importance to this nation.

Preserving sites of tragic history is essentially an elegiac process. The historic setting in Dallas powerfully

recalls the fatal events of November 22, 1963. The site must always abide with memory of the assassination—and the enduring regret that it ever happened.

Author's note: This article is dedicated to the memory of my friend, Tom Lucke. He was an ardent admirer of President Kennedy, served as a Peace Corps volunteer in Nepal for two years, and had researched the Kennedy administration's involvement in historic preservation for an article he hoped to do someday.

Dick Sellars is Chief, Southwest Cultural Resources Center, Southwest Region. The above article appeared in the *Dallas Morning News* on June 1.

EDITOR, from page 3

Elsewhere in this issue, Carol Scott of Gateway NRA provides a solid overview of the Urban Superintendent's Conference and some of its stars. In the months to come I also hope to bring some of the sparkling attendees from both the Yellowstone and the New York gathering on these pages. There were things said in New York and in Yellowstone that were both challenging and thought-provoking. Although it is impossible to capture the charisma of a keynote speaker or the kinetic energy of a workgroup in a conference round-up such as this, it is possible, at least with a little luck, to bring some of the more dynamic topics discussed there to the attention of Courier readers. Accomplishing this will serve as my conference "follow-up" in the months ahead.

Perhaps one of the most outstanding comments made at Yellowstone as well as one that seemed to linger in the minds of a number of participants came once again from Robin Winks. "Must every park site be a celebration?" he asked. "Are we the good news boys and girls?" In the light of that question, as the Courier continues to evolve, I hope that it will deal with issues fairly and objectively, in an educational manner, issues that are not only easy ones, but a few of the tough ones as well.

Said Jerry Rogers, the Associate Director for Cultural Resources, at Yellowstone, "the environmental issues of the '60s and '70s were child's play compared to those of the next thirty years." To solve them, he continued, the Service

needs to develop partnerships involving resources and recreation beyond park boundaries. How to develop as well as maintain those partnerships is one of the issues the Courier looks at this month. It is an issue that the Park Service has been and will continue to focus on as it launches ahead into the 21st century.

"Only connect," advised the British novelist, E.M. Forster. The Courier hopes to do this, both now and in the months to come.

Oops!

Roslyn Brewer deserves a hats-off for her contributions to the July issue. Inadvertently her name was left out of the credit box last month, but without her hard work, the fine collection of Bicentennial articles would not have been possible. Likewise, mention should have been made of Dr. Harry Butowsky's U. S. Constitution National Historic Landmark Theme Study. See the CRM Bulletin, Vol. 10, no. 2, April 1987, for more information.



Park Briefs

BLUE RIDGE PARKWAY, VA-NC—Eighty women from 23 parks plus the Southeast Regional Office gathered in Asheville, NC, for a workshop entitled "Expanding the Limits of Your Potential." Hosted by the Blue Ridge Parkway and sponsored by the Federal Women's Program as part of the parkway's affirmative action plan, the program included welcoming remarks from invited guests, a panel discussion by NPS women, a self-actualization seminar, and an address by the featured speaker, Rocky Mountain Regional Director Lor-

raine Mintzmyer. In welcoming the participants, Superintendent Gary Everhardt noted: "This is a special day today, designed by women, for women, which will help all of us, men and women, better our careers. Women's roles provide a new and positive dimension to the National Park Service management team."

The second day of the conference featured an address by Lorraine Mintzmyer. She challenged the participants to: define what you want in a career and what you are willing to do to get

there; make a list of your assets and liabilities and then work on your liabilities; set goals; recognize that you make your own opportunities; find a mentor, or better yet, several; participate in the social functions of your park, realizing that a lot gets done out of the workplace; be persistent; be a self-starter; if you make a commitment, carry it through; if you achieve success, be a mentor for others.

The workshop was exciting and positive. It not only reminded everyone that we can accomplish our individual goals, but also it reminded us of the tremendous potential of the women in the National Park Service.

—Margaret Rose Rives &
Ina Parr



Superintendent Gary Everhardt, Associate Regional Director Jack Ogle, B.J. Griffin and Ann Belkov enjoy conversation during a break in the conference.



Participants in the FWP conference enjoying the remarks of instructor Don Boone.

PNWRO—The Joint Information Office in Seattle, operated for more than ten years by the NPS and the U.S. Forest Service, has been joined by Washington State Parks, enabling the office to offer visitors information on just about all public recreation lands in western Washington. Policy guidance for the office is given by Willie Russell, superintendent of Klondike Gold Rush NHP, Yvonne Farrell, the deputy director of Washington State Parks, and Roger Deaver of Mount Baker-Snoqualmie National Forest. An automated information system giving information on all trails in western Washington has been operated by the office since June.

MARO—Sixty persons devoted to conserving free-flowing rivers in the eastern U.S. got some first hand advice at a river conservation seminar sponsored by regional planners. The seminar, the first of its kind to be held by the Park Service, covered topics such as preparing statewide river assessments, corridor greenway plans and Congressionally mandated wild and scenic river studies. Cooperation was the focus of the workshops during the week. Among the rivers where cooperative efforts have been successful are 1,500 miles of Maine's most significant natural and recreational rivers, the west branch of the Farmington River in Connecticut, and 75 miles of the Upper Delaware Scenic and Recreational River.

CUYAHOGA VALLEY NRA, OH—The Cuyahoga Valley staff will be administering a cooperative agreement to rehabilitate the McKinley Monument, a national historic landmark, owned by the Stark County Historical Society and located in Canton, home of President William McKinley. The monument is 96 feet tall and 76 feet in diameter, constructed of pink granite in the classical revival style. It includes two polished dark green granite sarcophagi containing the remains of President McKinley and his wife, Ida. The work to be done under the cooperative agreement includes repointing the stone masonry, and repairing or replacing damaged stone pavers, steps, and statue bases.



L to R: Al Zwiazek, Stewart Purchase, Ed Gildner.

GATEWAY NRA, NY—When old veterans get together, their conversations generally turn to war experiences and memories of former comrades. When ex-GIs and civilians from Fort Hancock meet, they discuss how to help Gateway NRA improve the site and interpret the old fort's history. Fort Hancock was an active military post until 1974, one of the foremost coastal artillery units whose officers and men were considered Army elite. "We even trained West Point cadets," one veteran says.

More than 500 men from throughout the U.S. are members of the Sandy Hook Veterans Historical Society and many of those who live within driving distance of Sandy Hook are volunteers in the park. They range in age from the mid-60s to the 80s.

John Mulhern of Red Bank, NJ, who was at Sandy Hook from 1908 to 1927, recalls how the coastal artillery unit demanded "spit and polish." The 82-year-old Rutgers graduate became Sandy Hook's first volunteer in 1975. He has recorded several oral history tapes of his recollections; provides tours; identifies artifacts from World War I; and "even washes windows when necessary."

Society treasurer is Ed Gildner. The 73-year-old Michigan native, who graduated from Grand Rapids High School with former President Gerald Ford, joined the Army in 1935. A highlight of his Army career was his detail to Lakehurst where he guarded

the remains of the ill-fated Hindenburg following the May 7, 1937, disaster.

While serving at Sandy Hook in the '30s, Ed Gildner and Al Zwiazek were buddies. At a Veterans Society meeting in 1982, they met again after 45 years of separation. Zwiasek, 68, introduces many new members to the veterans organization. His color photographs have been reproduced on post cards for sale at Gateway. He also entertains visitors with his stories of how he participated in the guard of honor when the King and Queen of England visited Fort Hancock in 1939.

Stewart Purchase was drafted in 1941 and assigned to a mine-cable-laying vessel off Sandy Hook. A few years ago, while on a Sunday drive with his wife, he detoured onto Sandy Hook to see the site he had left so many years earlier. While there he met Elaine Harmon, the Park Service museum technician who interested him in getting involved in the Veterans Society. Today, the retired carpenter and shipbuilder makes wooden models depicting life at Fort Hancock.

Tom Hoffman, Sandy Hook's historian, shares the veterans' enthusiasm. He and Mulhern co-founded the historical society in 1976.

"We value the men who are constantly giving us new stories and anecdotes, and providing new perspectives," Hoffman says.

—Manny Strumpf

VICKSBURG NMP, MS—Five enthusiastic local girl scout troops made the park's Take Pride in America program a successful one. Projects included raking up leaves in the national cemetery as well as around various monuments, cleaning debris out of cannon tubes, sanding and painting a utility trailer, planting trees, identifying trees in the national cemetery, and stenciling signs for the picnic area.

GRANT-KOHR'S RANCH NHS, MT—The park observed its tenth anniversary this July with a stamp cancellation made available through cooperation with the U.S. Postal Service. Collectors submitted cards and letters to be stamped with a special cachet designed by a seasonal ranger at the park. Since Grant-Kohrs is among the lesser-known areas of the national park system, the project is part of an effort to acquaint potential visitors with its resources and attractions.

FORT NECESSITY NB, PA—Many of the awards parks give their employees remain rather secret to the visiting public. There may be a news release accompanying the presentation of the award, but generally the moment fades rather quickly. Bill Fink, Superintendent at Fort Necessity NB and Friendship Hill NHS, has developed a novel answer to this situation. Working with the now disbanded PARTS office in the Western Region, Fink developed a poster that acknowledges the contributions of an individual or group responsible for some exceptional task. "The idea," Fink said, "is to use a common practice in the private sector, the employee of the month, and present it in a way that better reflects our sense of service to our citizens." The first "Doing the Best for U.S." award was recently presented by Director Mott to the proud, and rather surprised, recipient, Rex Silbaugh of the Fort Necessity Maintenance Division. A small supply of the posters will be sent to any park or office that requests them, until the supply is gone. Please write to: Superintendent, Fort Necessity NB/Friendship Hill NHS, the National Pike, RD 2, Box 528, Farmington, PA 15437.

NCR—When sunlight streams through the atrium windows of the National Capital Region headquarters lobby, a small dome of flowing water can be seen glistening in the morning light. Though many of the living components of this exhibit were extracted bodily from the Kenilworth Aquatic Gardens, they are thriving in the otherwise artificial environment the headquarters lobby offers. Robert DeFeo, the chief horticulturist of Kenilworth Aquatic Gardens, and John Hoke, the urban park program specialist for the region's Division of Resource Management and Visitor Protection, decided that the lobby needed a focal point of living interest. They also saw their project as an opportunity to exhibit some of the attractive plantlife from the aquatic gardens, indoors. After some back-of-an-envelope sketching and planning, they quickly installed the exhibit, complete with a small fountain to recirculate the pond water. The fountain refines a water display system developed by Hoke and fellow enthusiast Joe Goodwin, of the Smithsonian Institution. Details of how the system works are still under wraps, while the pair complete necessary patent applications.



Director Mott and John Hoke at NCR lobby fountain.

PNWRO—Washington State's part of a complex land exchange with the National Park Service was completed when Governor Booth Gardner signed legislation allowing the state to acquire

property on Whidbey Island. The agreement between the state and federal governments allows the Park Service to buy a 1.3 mile section of Keystone Spit on Whidbey Island, then exchange that

property for 57 miles of state-owned tidelands adjacent to Olympic National Park. An appropriation for the land is included in the FY87 Supplemental now under consideration by Congress.

UPPER DELAWARE SCENIC & RECREATIONAL RIVER, NY—The park showed off its new white van devoted to water safety at the annual meeting of the National Water Safety

Congress at Fort Walton Beach, Florida, this year. In the van, park staff run a rear-screen slide show about safe boating on the river, and provide an assortment of literature, posters and

field guides. The van even has a portable generator to provide power for the projector. Upper Delaware won an award last year from the safety congress for its excellent water safety program.

MOUNT RAINIER NP, WA—It was billed as a first anywhere, and Mount Rainier was chosen to showcase it. Dubbed "The Mountain Summit, An International Symposium," the conference brought together world-class climbers from Australia, Canada, China, Nepal, the United Kingdom and the United

States to discuss the future of mountain sports. Topics included the effect of mountain sports on the environment, the certification and licensing of mountain guides, alpine-style versus seige-tactic expeditions, and climbing in controlled areas. The latter subject involved panel participation by NPS per-

sonnel since the park does enforce regulations regarding use of the mountain by climbers. Even though some opposition to controls was expressed, a veteran of 17 Himalayan expeditions agreed that regulations were necessary.

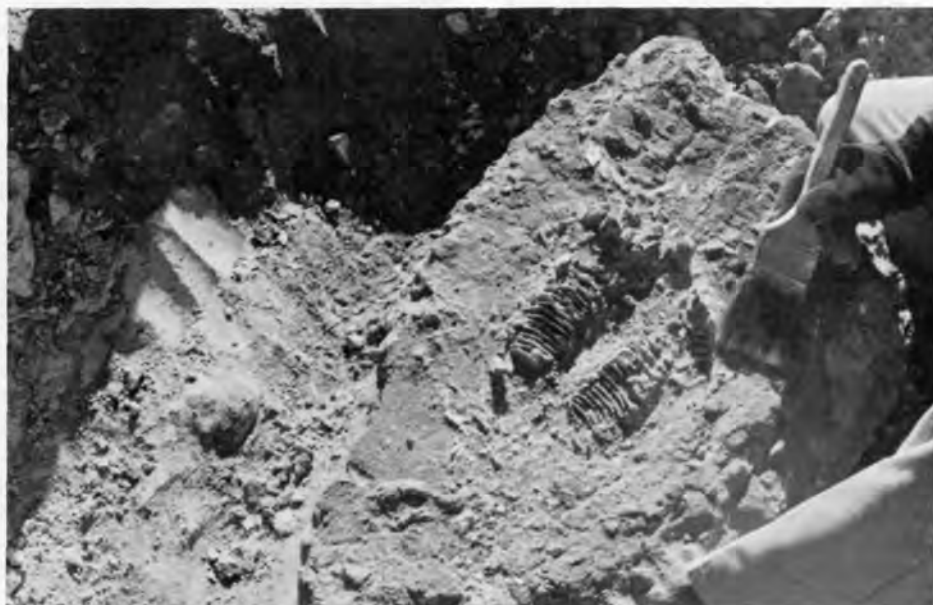
—Cy Hentges

SPRINGFIELD ARMORY NHS, MA—Interior renovation of the Springfield Armory Museum will begin in September, following its closing for an 18-month period to accommodate the

work. Superintendent Lindsay observed that the renovation will include up-to-date exhibits highlighting the 200 years of the Armory and its impact on the city and the region. The \$4.6 mil-

lion rehabilitation, one of the largest ever undertaken by the NPS, will be supervised by Harper Ferry Center.

CHANNEL ISLANDS NP, CA—The intact skull of a pygmy mammoth has been excavated from San Miguel Island. It is one of fewer than ten recovered of this small Pleistocene elephant, remains of which have been found on most of the Channel Islands. Because of the specimen's continued exposure to damage from erosion, and its rarity, a decision was reached to collect the skull this year. The expedition was overseen by park archeologist Don Morris, with the actual excavation under the direction of paleontologist Dr. Robert Gray, Santa Barbara City College.



The mammoth skull being uncovered.



Why's that guy threatening the cameraman and what does Deputy Director Galvin have to do with it?

Grab-Bag Trivia

1. Father Juan Augustin Morfi, who visited and left eye-witness accounts of the San Antonio Missions in 1777, was of what ancestry?

2. What is the northern-most park with alligators?

3. When Edie's husband gashed his scalp on a windmill, she said: "I wish you would do your bleeding in the bathroom. You'll ruin every rug in the house." To what house was she referring?

4. Who was the overweight bookseller from Boston who later became Secretary of War and commanded the artillery brigade at Valley Forge?

5. Which park is sometimes referred to as the Grand Canyon of the East?

6. Who was the first General Superintendent in the National Park Service?

7. Name the superintendent who received a \$20 bill from the Masonic Lodge of Coatesville, Pennsylvania, and used it for leverage to obtain a charcoal wagon for Hopewell Village National Historic Site?

8. What Grand Canyon animal ate the President's salad in a Washington, DC, hotel and then died shortly thereafter?

9. Last year, legislation added two small national wildlife refuges to a national park. Name either of the refuges and the park.

10. Chickasaw Village is found in what park unit? It was once a national monument under what name?

(Answers on page 47)

NPS People

Dr. Harry A. Butowsky from the History Division, WASO, is working on an administrative history of natural resource management in the Park Service. The scope of this study will include natural resource management policies from the founding of Yellowstone NP in 1872 to the present. Any questions or suggestions concerning this study should be directed to Dr. Butowsky at 343-8155 or by writing to the History Division—418, Washington, DC, 20013-7127.

Park volunteer **Elsie Burrell** is a Smoky Mountain legend. At 83, the spritely mistress of the historic Old Greenbrier School is known throughout the area simply as "Miss Elsie." After seventeen continuous years, Miss Elsie's schoolhouse living history program is an institution in Great Smoky Mountains NP.

Every Tuesday from March to October, Miss Elsie opens the doors of the Little Greenbrier School for two extended sessions with up to 100 participants each. She greets her pupils in traditional dress and white oak "split" bonnet, ringing an old fashioned school bell to signal the start of class. Before school is out, Miss Elsie's charges will hold an old fashioned spelling bee, handle artifacts of the era—books, dolls, and toys—and take part in a spirited question and answer session about life in the Smokies half a century ago.

Miss Elsie's program draws a strikingly warm response. Former pupils send letters addressed to: Elsie, c/o National Park, Gatlinburg. Families return year after year to the old Greenbrier School to visit its popular mistress. One man tracked Miss Elsie down after work and claimed that his daughter had become so attached to Elsie that she just had to see her teacher again.

Elsie's mastery of her subject is beyond question. She taught school and supervised teachers in her native Tennessee for forty-four years before launching the Little Greenbrier School program. Other park programs that bear her fond touch are spring wildflower walks, the annual Festival of Christmas Past, and courses at the Great Smoky Mountains Institute at Tremont.

"Rewarding" is the word Elsie uses to describe her work in Great Smoky Mountains. "When I can work with a group of eighth graders all day," she explains, "and have them hug me and thank me... that's reward enough."



Great Smoky Mountains Volunteer Miss Elsie Burrell rings in a day of old-fashioned schooling for visiting students. At 83, Miss Elsie has been mistress of the Little Greenbrier School since 1970. Photo by Hugh Lunsford, The Knoxville Journal.

The community likewise reaps the benefits of Miss Elsie's vigor. Elsie was a driving force in restoring and designating the Sam Houston School as a state historic site, helped establish a telephone crisis line, works at the local hospital, and serves on her church District Council. She also lends her expertise to the Wesley Woods Environmental Education Center. The community has said "thank you" to Elsie again and again with a host of service awards and commendations.

What does Miss Elsie plan for the future? More of the same: a schedule packed with volunteer service to the park and to the community. Says Elsie of her work, "I will continue as long as the good Lord lets me serve."

Great Smoky Mountains also benefits from the assistance of other generous volunteers. Each year, the park's large and talented volunteer force logs nearly 2,000 hours of interpretive work, from behind the visitor center desk to the trails of the backcountry. What follows is an honor roll of some of these outstanding men and women. **Frank Berry**, for example, dedicates several hours each Sunday to playing an old pump organ at the Pioneer Farmstead. Berry's research into traditional music of the area and a willingness to share his knowledge with park visitors makes his program a favorite. Frank's wife, **Eleanor**, helped out with the Old-

Fashioned Christmas celebration this past year. **Cathy Nelson** and **Nancy Walzer** have worked on the Old-Fashioned Christmas celebration among other projects at the Pioneer Farmstead. They also helped kick off the Environmental Living Program, a day of farm life for students, complete with traditional dress and chores. **Jane** and **Arvil Green** took part in Christmas celebrations on both sides of the park last year. **Lee** and **Jean Schillings** and **Joan Edgar** lend their musical talents to special events and campground programs. **Bev Twillman**, **Cindy Gibson**, **Mary Peterson** and **Fred Bradley** treat crowds to the age-old art of storytelling. Retired botany professors **George** and **Alice Beatty** conduct a series of slide shows set to music. **Julie Shelburn** leads educational hikes, with an emphasis on botany. Working forty hours a week for a month each year, **John** and **Neoma Strader** demonstrate weaving and basketmaking at Cades Cove. Also at Cades Cove, **Cindy Frazier** showcases spinning techniques. **Clarence Irwin** pitches in at Cable Mill, running a roadside information kiosk and a program on folk dance.

Gary E. Davis, research marine biologist at Channel Islands NP since the park's establishment in 1980, has assumed the presidency of the American Academy of Underwater Sciences in Tallahassee, FL. A 22-year veteran of the

Service, Davis previously served as marine biologist for Everglades, Biscayne, and Virgin Islands National Parks. The academy he presently chairs is dedicated to the advancement and practice of scientific diving. It provides a national forum for information exchange on the safe conduct of underwater scientific research and education. Its diving manual is the accepted standard of the community.

Marlene Igo, the superintendent's secretary at Curecanti NRA, saved a 4-year-old park visitor from drowning recently, and then retired anonymously from the rescue scene. The little girl, Jennifer Switzer of Oklahoma City, fell from a boat when she, her two sisters, and her mother were preparing to disembark. There were approximately 40 persons milling about the dock at the time, all oblivious to the incident. Marlene alone witnessed the youngster's fall. She immediately jumped into the chilly waters and retrieved the child. Then she left. In the confusion that followed, Jennifer's parents learned only Marlene's first name from a concessions employee. Later they wrote a letter of thanks addressed to the local newspaper. "Thank you," the letter said. "We learned a lesson we shall never forget."

The Washington Office gave **Stan Albright** a spirited sendoff before he left the east coast for California to serve as Western Regional Director. Deputy Director Galvin, the MC for this lively bon voyage party, had a few "war stories" to relate concerning Stan's NPS career. One of them concerned a young "buck" ranger who managed to maneuver a donkey into a motel room. It hardly seems that a now-distinguished regional director would be involved in such frolics. All the same, the audience of appreciative friends—alumni, employees, and special guests—joined in a special rendition of "California Here He Comes," penned by Mary Bradford of the Department. As a special remembrance to pack in his suitcase, Stan received a photograph of the Jefferson Memorial, a golf bag, a special golf club, and some golf balls, because, next to the Park Service, golf is his great love. The Washington Office wishes Stan well as he begins another interesting time in his varied Park Service career.

E&AA wishes to thank Dave Gackebach and Pat Smith for their donation of \$100 to the Education Trust Fund, money that represented funds remaining after all expenses for Stan Albright's farewell party were paid off.

Douglas McChristian, 40, a native of La Crosse, KS, has been named superintendent of Fort Union NM in



Douglas McChristian



William R. Shields



Kim E. Sikoryak



Michael Whatley

New Mexico. Formerly the superintendent of Hubbell Trading Post NHS, he replaces Carol Kruse who transferred to Tonto NM.

Robert W. Peters is serving as the acting superintendent of Guadalupe Mountains NP, following the departure of Ralph Harris, now the superintendent of Capulin Mountain NM. **Jim Carson**, the district ranger at Guadalupe Mountains, temporarily has assumed Peters' duties as Chief of Interpretation and Visitor Services.

Douglas K. Morris has been chosen to be the chief park ranger for Sequoia and Kings Canyon NP. Morris comes from Grand Canyon NP where he has been a training specialist at the Horace M. Albright Training Center since 1981.

William R. Shields, a 22-year veteran of the Park Service, is the newly named assistant superintendent of George Washington Memorial Parkway. "Bill's background in park operations is an asset to the parkway's numerous and varied programs and activities," said Superintendent John Byrne.

At Zion NP, David A. Paulissen has been named the administrative officer. He comes to the park from Bandelier NM.

When **Jeannette M. Brandon** joined the National Park Service, it was for survival, she says. As a recent divorcee and the mother of four children, she had important obligations to meet. After working in Washington, DC, for eight years, Jeannette learned of an opening at Indiana Dunes NL, a job she applied for and received. Jeannette's decision to move to Gary was hard to make. However, she finds now that she can meet all her financial obligations and not have to work two jobs to make ends meet. Jeannette's advice to other single parents is "go for it—you can do it."

Interpreters **Kim Sikoryak** of John Day Fossil Beds NM and **Michael Whatley** of Cape Cod NS recently completed a three-month training assignment with the WASO Natural Resources staff. The two were selected competitively from a Servicewide training announcement to help the natural

resources program effectively share its understanding of critical resource issues with the public. Their biggest project was the development of proposed full-color, Servicewide brochures on critical natural resource issues. Whatley developed a brochure on biological diversity, while Sikoryak dealt with air quality/acid rain. Thanks to their energy and the assistance of the Harpers Ferry Center, the Division of Interpretation, and the Public Affairs Office, the first and second drafts of the texts, conceptual design, initial review, and identification of graphics were accomplished in the three-month period.

In addition, the two interpreters planned two major interpretive training sessions to be held at Mather Training Center: the initial Servicewide offering of the 40-hour Critical Natural Resources Issues Interpretation Workshop and a three-day workshop on Interpretation of Natural Resources. As part of their assignment and in conjunction with the Servicewide training program, the pair have produced a report on "How to Communicate Critical Natural Resources Information Effectively to the Public," planned for publication as one of the Natural Resources Report Series.

Steve Holder, former supervisory park ranger for the Marin Headlands District at Golden Gate NRA, has been named the unit manager of Jewel Cave NM. Regional Director Lorraine Mintzmyer said "Steve has shown himself to be an innovative and energetic young man. We have high expectations of coming accomplishments at Jewel Cave."

William Palleck, 38, a native of Tucson, has been named the 19th superintendent of Saguaro NM. He replaces Robert L. Arnberger, who took the position of assistant superintendent at Everglades NP. A 16-year NPS veteran, Palleck says he looks forward "to coming home to the park, and working on the challenging programs at Saguaro."

Noel J. Pacht brings more than 25 years of field experience to his new assignment as the superintendent of Fire Island NS in New York. During his

previous assignment as superintendent at Virgin Islands NP for seven years, Pachta brought new attention to the areas of scientific research and maintenance. Under his leadership, the park became a focal point for international barrier-island research, experience that will be invaluable at Fire Island.

Thomas Logan, B&U foreman at Fire Island, received a unique present recently on his 40th birthday. That day

Superintendent Pachta announced Logan's appointment as Chief of Maintenance for Fire Island. The appointment was made at park headquarters during a staff meeting, and subsequently the group belted out "Happy Birthday." In his new position, Logan will direct a crew of 13 permanent and 22 seasonal workers.

Within the last year there have been several new faces added to the Ar-

cheological Assistance Division, WASO. A new staff archeologist position was established, now filled by **George S. Smith**, previously a research associate and curator of archeology with the University of Alaska Museum. **Richard Waldbauer**, formerly a temporary employee, filled the position vacated by **Yvonne Stewart**, who has relocated to Tucson upon retirement.

Awards

The National Park Foundation recently honored five individuals in recognition of their outstanding contributions to the park and recreation profession. Three received Cornelius Amory Pugsley medals for their noteworthy contributions to the advancement of public parks and recreation at the municipal/county, state and national levels. At the municipal/county level, the award was presented to **Robert F. Toalson**, long-time general manager of the Champaign, Illinois Park District, who has helped to define college curriculum standards for the parks and recreation field; at the state level, to **William C. Forrey**, director of the Pennsylvania state parks since 1973, a position that enabled him to oversee the development of one of the largest state park systems in the nation; and at the national level, to **Marc Sagan**, known throughout national and state park areas as the father of interpretive planning. The Horace M. Albright Award, given in recognition of sustained contributions to the enhancement of the nation's natural and scenic environment, was given to **W. Barnabas McHenry**, general counsel to the Reader's Digest Association from 1962 to 1985. McHenry has worked tirelessly on behalf of the environment through groups such as the Scenic Hudson, Inc., the Smithsonian Institution, and the National Wildflower Research Center. The National Park Foundation also presented the Wirth Environmental Award to **Gilbert M. Grosvenor**, president and chairman of the board of the National Geographic Society. The Wirth award was established by the National Park Foundation to recognize outstanding contributions that reinforce the interdisciplinary nature of the management and preservation of America's natural, cultural, and recreational resources, and contributions to a global approach to environmental management.

A coalition of Smoky Mountain area tourism groups has named **John Garrison** the 1986 Employee of the Year for Great Smoky Mountains NP. Park



L to R: John L. Bryant, Jr., Robert F. Toalson, Marc Sagan, William C. Forrey, William Penn Mott.

staff, friends, and neighbors turned out to congratulate John and the four other nominees at a special ceremony at park headquarters. Now in its fourth year, the program is a community "thank you" to all park staff.

The authors of the three-volume set *Historic Preservation Law and Taxation* presented a copy to the National Park Service at a ceremony at the Interior Building in Washington. Because of the significant role the National Park Service plays in federal historic preservation, **Tersh Boasberg**, **Thomas Coughlin** and **Julia Miller** donated the set to the agency.

Dale Q. Haskins, a landscape architect in the Pacific Northwest Region, received his 30-year service pin from Regional Director Charles Odegaard. Haskins worked for twelve years for the State of Oregon before joining the NPS at the Southwest Regional Office. From there, he moved to Denver as part of the Bureau of Outdoor Recreation, then to Seattle. He returned to the National Park Service in 1980.

JoAnn Kyril, superintendent at Fort Smith NHS, received the Department of the Interior's Meritorious Service Award in recognition of her outstanding contributions toward resource management and community relations for the Park



JoAnn Kyril

Service. Superintendent since 1979, she has made substantial changes in visitation, interpretation and resource management, thanks in part to her dedicated involvement with community relations.

Director Mott recognized **George Fry** as Special Membership Chairman for the Employee and Alumni Association (E&AA) at a picnic in Great Smoky Mountains NP. Superintendent of Great Smoky Mountains from 1963-69, George is an energetic E&AA booster. In bestowing the title, Director Mott cited George's

herculean recruitment efforts for E&AA and unflagging support of the NPS.

In acknowledging the presentation of his new title, George took advantage of a captive audience to plug the association. "We need to involve as many employees as possible in the organization, and more alumni, too," he said. "Another area we need to work on is upgrading memberships. That will be part of my job as Special Membership Chairman."

George practices what he preaches. He is a charter member of E&AA, and became a Life Member in 1957, when fellow attendees at a National Superintendent's Conference decided that all "Georges" at the conference—and there were a handful—should upgrade.

Before wrapping up his visit to the Smokies, Director Mott made a detour to bestow the Department of Interior Superior Service Award on the former superintendent's secretary, **Barbara Teaster**, who had been informed only that Assistant Superintendent Dave Mihalic planned to visit her with "a friend." Barbara was responsible for almost singlehandedly guiding the park into the computer age. She served at the park for 28 years.



Wayne R. French

Citing a 31% reduction in accidents at Antietam NB and shaking hands with the man who got it done, Director Mott presented the 1986 Safety Achievement Award to **Wayne R. French** during a ceremony at National Capital Region headquarters in Washington. The Director commended French for his monthly health and safety meetings for park employees and for organizing employee seminars on nutrition, first aid and other topics.

Gary E. Davis, a research marine biologist at Channel Islands NP, received the Department of the Interior's Honor Award for Superior Service. In 1980, when the park was established, Davis

began a long-term ecological monitoring program. This enables resource managers to regularly assess the health of park plants and animals like giant kelp, Torrey pines, lobsters, sea lions and pelicans in order to determine the health of park ecosystems. An important aspect of the program has been the cooperative interaction of local, state, and federal agencies, as well as university scientists from as far away as Florida.

Ron Kerbo, a park ranger at Carlsbad Caverns NP, has been selected as the winner of the annual Freeman Tilden Interpreter of the Year Award for the Southwest Region. Although Kerbo's formal education ended with high

school, he has authored several books and recently has been invited to serve on a team of U.S. cave research scientists visiting the People's Republic of China and lecturing in their university system.

During the recent dedication of the Steeple Building Museum at Christiansted NHS, special commendation awards were presented to NPS concessioners **Mark Sperber**, **Miles Sperber** and **Larry Angus**, as well as to Park Ranger **Joel Tutein**. The decisive action and teamwork of these men enabled the rescue and recovery of twelve survivors from a seaplane crash in Christiansted Harbor.



E&AA news and notes

E&AA Events and Offerings

Director's Award presented—At a graduation ceremony conducted at the Santa Rosa Criminal Justice Training Center, Santa Rosa, CA, this past March, Ranger Ken Blackburn, Bighorn Canyon NRA, received the first (ever) Director's Award for the Outstanding Student in the 55th Session of the NPS Seasonal Ranger Training Program, now in its tenth year of operation. The award plaque, produced by the Harpers Ferry Center, was suggested by Director Mott when he visited the Training Center in

December 1986 to address the 53rd graduating class. The award represents the overall highest achievement reflected by academic grades, firearms scores, report writing, driver-training defensive tactics, attitude and appearance. The six-week training program, supervised by Bill Orr, is conducted five times a year. A similar award will be presented to the outstanding student in each class. Bill Orr is E&AA's employee rep for the Western Region.

Proceeds from NPW raffle go to Trust Fund—The National Park Women of the Southwest Region recently sponsored a raffle, with proceeds going to benefit the Education Trust Fund of the E&AA. Through the leadership of Regional Chairperson Char Miller, wife of Fort Davis NHS Superintendent Steve Miller, tickets were distributed to all of the parks in the region and to the Santa Fe women's organization. The raffle brought in \$1,425, presented to John Cook, chairman of E&AA, during the Southwest Region's Superintendent's Conference in San Antonio. The winners of the raffle were: 1st Prize (Navajo Concho Belt) Elizabeth Mead, Santa Fe; 2nd Prize (original oil painting of Monument Valley by Linda Loelit) Rosemary Nusbaum, Santa Fe; and 3rd Prize (a hardbound edition of *Women of the West* by Cathy Luchetti) Superintendent Alec Gould, Buffalo NR. Not to be out done, however, the superintendents and their staffs, with the Southwest

Regional Office staff raised an additional \$650, which was added to the Trust Fund donation.

Geriatrics Golf Tournament - Interested in a change of scene and a lot of action? Register for this year's Geriatrics Golf Tournament, a three-day event to be held in the Denver area September 14-16. The coupon found on page 45 must be filled out and returned by August 29 to assure yourself a place in the festivities. For additional information, write Robert Steenhagen, 2473 S. Carr Ct., Lakewood, CO 80227

Biographical forms needed by E&AA—E&AA receives frequent requests for information on NPS alumni as well as employees. Its great source of reliable data is the biographical form file the office maintains. For those of you who have not completed a biography form, or who wish to update what you submitted earlier, please complete and send it to E&AA, P.O. Box 1490, Falls Church, VA 22041.

BIOGRAPHY FORM

Employees and Alumni Association of the NATIONAL PARK SERVICE

A file biographical data is the most reliable source of accurate information about NPS employees and alumni. If you have not previously supplied such information to the E&AA, or if you wish to supplement it, please, on a voluntary basis, fill out the form and send it to The Treasurer, Employees and Alumni Association of the National Park Service, 3830 Pinewood Terrace, Falls Church, VA 22041.

Information is non-confidential and will serve a variety of NPS and E&AA needs.

1. Name _____
Last First Middle Initial

2. Present Address _____
Street City State Zip

3. Family Data
Date and place of birth _____
Date Place

Marriage _____
Date Where To whom

Spouse _____
Occupation Educational Background Occupational specialty

Children _____
Name Sex Date of Birth Occupation

4. Education
High School _____
Name Location

College or
University _____
Name Location Degree Conferred Date

Briefly list school or college honors received _____

5. Military history (including where and when served and branch of Service)

6. National Park Service employment

Temp. Date Position Title Location

Date first perm. apptmt. Title Location

List important subsequent changes:

Date Title Location

Date current (or last) apptmt. Title Location

(Continued on back.)

7. NPS career highlights

Special Awards _____

Significant special details or assignments _____

Significant accomplishments or contributions made to NPS _____

List publications that you (include spouse) have authored _____

8. Additional personal highlights (Describe important achievements in other fields prior to and during Federal career) _____

9. Civil, Social, Religious, and other Activities (Identify your affiliations including offices held) _____

10. If transferred from NPS:

Date	Agency	Occupation	Location
------	--------	------------	----------

11. Employees and Alumni Association: Are you a member? _____

Yes

No

12. Home town newspaper _____

Name

Location

13. Retirement:

Date	Position Title	Location
------	----------------	----------

Retirement address _____

Retirement occupation. Briefly describe retirement activities _____

Signature

Date

Note: Use additional sheets if necessary and key additional data to appropriate numbered items.

Join the E&AA

Your membership will help maintain and improve morale of NPS employees, give moral support in providing a better National Park COURIER, entitle you to enjoy the many benefits of membership, and give you a voice in the shape of things to come. PLEASE JOIN TODAY.

Treasurer, Employees and Alumni Association of the National Park Service, P.O. Box 1490, Falls Church, VA 22041.

I am a ☐ New Member, ☐ Renewal, or ☐ Other. I am also an Employee ☐ or Alumnus ☐. Enclosed is \$_____ FOR E&AA Membership and subscription to the National Park COURIER. Also enclosed is \$_____ as an additional gift to the E&AA.

Name _____

Street & Address _____

City & State _____

Membership Rate — 1 year — \$10. Special Membership: Life — \$100. (Pay in full; or 4 partial payments of \$25. a year for 4 years; or 5 partial payments of \$20. a year for 5 years). Second Century Club — \$200. Third Century Club — \$300. Fourth Century Club — \$400. Supporting Donor — \$500. Founder — \$1,000.

"What's Cooking in our National Parks"—"What's Cooking in our National Parks" continues to be a reliable, generous source of support for the Education Trust Fund administered by E&AA. A check recently received from Cookbook Publishers, Inc., brings the total proceeds to \$17,068.90 donated to the Trust Fund. The cookbook, a project of the Western Region, was dedicated in 1973 by then Western Regional Director Howard Chapman because he felt it fitting that all proceeds from the sale of this volunteer employee endeavor go for the worthy purposes of the Education Trust Fund. The Trust Fund remains dedicated to the Park Service families

who come to the E&AA each year for financial assistance as their children seek college educations.

Those wishing to purchase "What's Cooking in the National Parks" may do so by completing the form below and mailing it to the publisher. Not only will you enjoy the recipes and photos dispersed throughout the cookbook, but you will also be contributing to the Education Trust Fund.

You may order as many copies of the cookbook as you wish for the regular price of \$6.35 (which includes \$.85 for postage and handling.) Kansas residents please add 4.5% tax. Please mail to:

"WHAT'S COOKING IN OUR NATIONAL PARKS"

P.O. Box 5068
Kansas City, KS 66119

Enclosed is my check for \$_____. (Total cost per book is \$6.35 including postage and handling.)

Please mail _____ copy(ies) of *What's Cooking in Our National Parks* to:

Name _____

Address _____

City, State, Zip _____

**Geriatrics Golf Tournament
Registration Form**

(See article on page 42)

				Per Person	Total
Reception	Yes__	No__	Number__	\$3.75	_____
Golf					
Mon	Yes__	No__	Number__	\$25.00	_____
Tue	Yes__	No__	Number__	\$19.50	_____
Wed	Yes__	No__	Number__	\$19.50	_____
Banquet	1. Prime Rib_____			\$12.00	_____
	2. Roast Capon_____			\$12.00	_____
				Grand Total	_____

Send to: Robert Steenhagen, 2473 S. Carr Ct., Lakewood, CO 80227

E&AA Member Notes

Return from the wild blue yonder—Fred and Amy Binnewies returned in May from a six-week trek through the Southwest and California, visiting with their daughter and son-in-law (Carolyn and Ed Gastellum) at Petrified Forest; with their son Bob and his family in Mariposa, CA; and with son Bill's oldest daughter who works for the Forest Service in Flagstaff. While in California, they heard Bob give a talk at Cal State at Chico. In March, they also visited with Horace Albright, whose wisdom and legendary memory gave them a happy, happy feeling to remember. Recently, the couple also ordered a copy of the "Historic Listing of National Park Service as of May 1986" (which E&AA offers its members for \$3 a copy, handling and postage included). Said the Binnewies family, "it sends us on many nostalgic wanderings."

Another happy retiree—Frances Knopf, WASO retiree, reports "retirement isn't that bad after all!" She stays busy playing bridge, doing all the volunteer work she can, and studying oil painting.

Too busy—Jerry Wagers, a Life member of E&AA and recent retiree from the superintendency of Lake Mead NRA, reports that he enjoys retirement but finds himself with too little time to do the many things he enjoys. He asked E&AA to let him know how he can help. E&AA will be only too happy to help fill Jerry's already busy hours. He and his wife, Carol, reside at 1525 Mancha Drive, Boulder City, NV 89005.

Settling in—Connie and Helen Wirth are happily settled in their new home (West Acres, P.O. Box 480, New Lebanon, NY 12125) where they live next door to their son, Pete, and his wife, Christiana. The Wirths have had some health problems recently, but seem to be doing fine now. Connie Wirth came to Washington in June for meetings of the board of the National Geographic Society, on which he serves as Member Emeritus, the White House Historical Society, and the 1916 Society. He stays actively involved with the 1916 Society's planning of the annual Founders Day celebrations.

Sowing wild oats—Children are children, even if they are the son and daughter of Horace and Grace Albright. E&AA learned of a time when Marian Albright Schenck and her brother, Bob, both very young, visited Grand Canyon with their parents. While in Verkamp's Independent Store, the two children started turning the postcard stand faster and faster, until the cards flew off and

literally covered the store. Our source did not go further!

Volunteers in the parks—Josephine Ellsworth, widow of Ivan Ellsworth (died October 17, 1970), reports driving fifty miles to listen to the experiences of other park people, even though she and her husband left Richmond Battlefield in 1969. At the program near Lancaster, PA (she lives in Delaware—P.O. Box 1703,

Wilmington, DE 19899), she heard Carl and Bette Klischner recount their volunteer experiences in Badlands NP and Zion NP. The couple had retired from the YMCA, and were enjoying the opportunity to camp in the parks, while contributing to the Park Service. Both spoke well of NPS employees with whom they associated while volunteering in the parks.

Substantial discount to E&AA members on the frightening true story of Charles Manson

E&AA is making available to its members copies of Robert J. Murphy's book, **Desert Shadows**. Murphy, superintendent of Death Valley NM from October 1968 to September 1972, has offered autographed, soft-bound copies of his book for sale to E&AA members at a 40% discount.

Desert Shadows is the story of the surreal, apocalyptic existence of the Manson Family in Death Valley and Owens Valley deserts. Stockpiled weapons and fuel, terrified old prospectors, furious Rommel-like exercises at night in stolen dune buggies, hikes in search of the entrance to a huge underground world of fresh water and infinite space—this and much more is uncovered in Murphy's chilling book. **Desert Shadows** also traces the escalating involvement of local park rangers and law officers as their investigations of vandalism and theft un-

cover murders even more extensive than the Tate-La Bianca slayings. Through diligence and bravery, these local officials, pitted against the vast desert and a dangerous cult, finally accomplish what Los Angeles lawmen had not, the arrest of the Family and the linking of murders previously considered unrelated.

Murphy retired from the Park Service as superintendent of Lassen Volcanic NP in 1974. He and his wife, Alice, also a former NPS employee, enjoy retirement at 110 Star Road, Livingston, MT 59047.

All E&AA members interested in receiving a copy of **Desert Shadows** must complete the order blank below and send it, along with a check for \$6.95 (which represents the 40% discount as well as postage and handling) to the Treasurer, E&AA, P.O. Box 1490, Falls Church, VA 22041.

DESERT SHADOWS

Enclosed is my check for \$_____. (Total cost per book with 40% discount to E&AA members is \$6.95, including postage and handling.)

Please mail _____ copy(ies) of *Desert Shadows* to:

Name _____

Address _____

City, State, Zip _____

Mail orders to Treasurer, E&AA,
P.O. Box 1490
Falls Church, VA 22041

News from the Bohannons—Fred and Gael Bohannon have purchased a custom-built Rambler on a half-acre of land in the Pacific Northwest where Fred plans to stay busy cultivating (or perhaps simply cutting) the grass. Their new address is 13133 84th Avenue, NE, Kirkland, WA 98034.

Retirements

Richard Holmes, alias Reverend Holmes as he's fondly known within Colonial NHP, retired on April 30 after approximately 15 years with the Service. Holmes began his federal career in 1960 at the Yorktown Naval Weapons Station's ammunition division. But as he became more involved with the ministry, he felt some contradiction between his work duties and his personal beliefs. In February 1971, he transferred to Colonial.

Holmes first served at Colonial as a seasonal in 1956. Then from 1971 until his retirement, he worked as a maintenance office clerk, administrative assistant, and maintenance worker. Holmes has seen a number of changes in his career with the Service, chief among these a difference from the team spirit of the past. He speculates that this is due to park growth. Overall, however, he feels his career has been good; he loves the Park Service, especially Colonial. In his retirement, Holmes plans to carry on with his full time job, pastor at Little Zion. Colonial may have lost a longtime faithful employee and friend. But we will all gain as Holmes pursues his calling.

After nearly 40 years, **Raymond Godsey** has retired as chief of maintenance at Appomattox Court House NHP. In 1947, when Godsey entered on duty, the McLean House was still just a plan on a piece of paper. The maintenance complex consisted of a 4'x4' shed. During Ray's long tenure, he has seen many positive changes. His first major project was the reconstruction of the McLean House where the surrender of General Lee took place. About this same time, the Isbell House was restored to serve as the superintendent's residence. And speaking of superintendents, Ray shares the distinction, some would say dubious honor, with one other former employee, of having worked for every superintendent (ten in all) who has ever been at Appomattox.

One of the highlights of Ray's career was the dedication of the McLean House in 1950. More than 10,000 people



Ray Godsey

were on hand to hear the principal address given by Douglas Southall Freeman and watch U.S. Grant, III, and Robert E. Lee, IV, cut the ceremonial ribbon. He also remembers one hot day in Lynchburg when he and the superintendent tried to take up a carpet protected from insect infestation with liberal amounts of red pepper. Suffice it to say that the carpet remained in place until cooler weather.

When Ray began working for the park, he thought it would just be for a short time. Instead it turned into a lifetime—a lifetime of dedicated service. His love for the park can be seen in the well-maintained buildings and the neat appearance of the grounds. The favorable comments of the visitors logged nearly every day in the visitor register are but another testimonial to his dedication. Ray will certainly be missed and his shoes will be hard to fill.

Trivia Answers

(From page 38)

1. The good father was of Irish ancestry. The original family name was Murphy.
2. Voyageurs National Park, where amphibious work boats used during the logging days were called alligators.
3. Sagamore Hill.
4. General Henry Knox.
5. Big South Fork National River and Recreation Area, Tennessee and Kentucky.
6. Mark Daniels, a landscape engineer appointed by the Secretary of the Interior on June 5, 1914. He resigned on December 9, 1915.
7. Lemuel A. Garrison.
8. A pet deer from North Rim, brought to Washington by Eivind Scoyen at Stephen Mather's request (it didn't die from the salad).
9. Flattery Rocks and Quillayute Needles NWRs are now part of Olympic NP.
10. Ackia Battleground National Monument was added to the Natchez Trace Parkway in 1961.



The Personnel Side

Terrie Fajardo

Hi there!

If you're like me, every now and then you like to fantasize about what it would be like to do something different. Maybe you'd like to come to Washington and be part of the policy-making process. Or, like me, you wonder what it would be like to be stationed in a park to see how the policies are really implemented. You want the opportunity to see if the old saying, "the grass is always greener," is really true.

Paul, the young man sitting in the chair by my desk, feels that way. He's tired and he wants a change. He's been in his division for almost ten years and feels that it's about time he made a move. His completed Reassignment Mobility Program (RMP) forms are sitting on the desk in front of me as he talks enthusiastically about becoming a financial planner. Paul has been an Equal Opportunity Specialist since leaving college, but he has always had an interest in numbers, and likes to plan for his own financial future. He feels the Reassignment Mobility Program is his "doorway of opportunity."

Paul is right. The Reassignment Mobility Program does afford a good opportunity for employees who qualify. To be eligible, you must have been in your present position, grade, and duty location for at least five years, and be willing to relocate in order to broaden your background and experience. One point that you must remember, however, is that you also must qualify for the new series and position for which you are applying. The RMP does not waive qualifications for entrance into a different series or create new career ladders without competition. In other words, it does not eliminate the

need to be eligible for the series that you are selecting.

To apply for the RMP, employees submit the appropriate forms to their regional or park personnel offices. These offices, in turn, determine whether or not the employees are basically qualified for the series they have selected. If they are qualified, their forms are then forwarded to the WASO Branch of Employee Evaluation and Staffing for inclusion in the program. The key point to remember is that a desire for a change and a willingness to relocate are not enough. Applicants must meet all qualification requirements for the series to which they are applying in order to be considered eligible. In Paul's case, since he has neither experience nor education in accounting, auditing or financial planning, he is not eligible to be a financial planner.

When you are completing the RPM forms, please evaluate yourself realistically in terms of your education and experience. Remember, you want to be considered for positions in which you will have a reasonable opportunity for success.

After Paul and I had a nice long chat, he decided that he would review his RMP forms again and rethink his series selections. There are a number of series that he can consider, even some in Personnel; I feel confident that he will make the right choice!

If you have any questions about the Reassignment Mobility Program, or need assistance in choosing other career fields, just contact your friendly Personnel Office. Do they have a series for you!

Till next time, have a great day!

Urban Superintendents' Conference: An Early Look at the 21st Century

Carol Scott
Public Affairs Assistant
Gateway NRA

More than 120 superintendents, other National Park Service officials, representatives from federal, state, county and municipal agencies, academia and the private sector converged on New York in early June for the first conference in Park Service history to focus on urban areas. As park management looks ahead to the 21st century, the primary scenario in the cards calls for increasing stress on its urban areas. Determining how to handle that stress was the goal of the conference.

The five-day event was hosted by Gateway NRA whose general superintendent, Robert W. McIntosh, Jr., noted that this first-of-a-kind program offered a splendid opportunity to focus on issues critical to the urban environment.

"The exchange of ideas and recommendations should serve the Park Service and urban parks well, in the near and distant future," he said.

Coordinating the conference for Gateway were Georgette Nelms, chief of cooperative activities, and Sam Holmes, chief of interpretation and cooperative activities. Members of the planning task force included North Atlantic Regional Director Herbert S. Cables, Jr., the chairman of the task force; Nancy Nelson, his special assistant; Martha Aikens, WASO; Reginald Hagood, chief of the Park Service Training Division; Geraldine Smith, WASO; Brian O'Neill, general superintendent, Golden Gate NRA; Janice Wobbenhorst, Indiana Dunes NL; Robert Nunn, special assistant to the director; and James Carroll, WASO sociologist.

Among the topics discussed at the conference were: the critical role of urban parks; obligations and opportunities into the 21st century; challenges for urban superintendents; and, the ways to best serve urban visitors. Also discussed were resource management; marketing and communications; alternative versus traditional management strategies; Washington's role in urban park planning; and programs and development.

At a Monday night reception, Director Mott urged the Service to tap previously untapped resources, such as senior citizens who can provide interest and talent.

New York City's commissioner of parks and recreation, Henry Stern, called for candor in dealing with the press and the public on negative issues.

He advised "nothing tarnishes credibility more than lying or hiding from the truth."

Assistant Secretary Horn stressed that urban superintendents are on the cut-

ting edge since their parks generally are the first point of contact with millions of citizens.

In addressing the question of media relations, New York Times urban

Faces of the Conference



The youth panel discuss their impressions of the Park Service.



Patti Reilly, ranger at Gateway, explains Ecology Village.



Conference Coordinator Georgette Nelms talks with NAR Director Herb Cables.



Director Mott takes notes during one of the presentations at the conference.



Gateway visitors get firsthand knowledge of the horseshoe crab.



NYC Parks Commissioner Henry Stern



Angella Reid, deputy superintendent of Manhattan Sites, looks through a spotting scope available at Jamaica Bay Wildlife Refuge.



A visit to the Central Park Dairy

reporter David Dunlap said "Someone who is available in time of crisis and levels with me, who comes to the phone, will benefit as he or she builds respect and trust. 'No comment' can be

incriminating." Dunlap added that, before submitting a story or story idea to the media, you should ask yourself whether you would read it if it did not affect you personally.

Photos by Rick Kopstein



Professor McDonald of Purdue



Dale Enquist of Indiana Dunes



Interior of boat to Gateway; in foreground is Jean Matthews, editor of Park Science.

Dr. Alan K. Hogenauer, the only person to have visited more than 700 present or former park system sites, said that Park Service consumer awareness is a disgrace. He urged focus on the importance of marketing the Service from the top down.

In the wrap-up session on Friday, results of six Thursday afternoon work sessions were explored by representatives of each panel. Among the suggestions were: short-term exchange of urban and rural park staffs; sensitivity to urban trends and problems; more formal links between the Park Service and allied groups such as Chambers of Commerce and visitor and convention bureaus; and a nationwide compendium of successful outreach programs. Other recommendations included simplifying the nomenclature of parks for better public identity; and a major effort to retain high quality staff in urban parks, including cost-of-living differentials or adjustments, as well as reduced park housing costs.

Superintendent Joseph Avery of Gateway's Jamaica Bay/Breezy Point District urged parks to solicit the thoughts of their constituencies and suggested that neighborhoods be involved in decision-making as it affects their areas.

At the final session, Deputy Director Galvin described urban parks as "logical extensions of the park system" but warned superintendents to prioritize and narrow their recommendations so that they could submit to Washington only those that they felt had a chance of being implemented.

In his closing remarks, Regional Director Cables noted that the Service can be an effective bridge between diverse people in urban areas. Likewise, it can provide a living demonstration for urban populations of the most noble values the Service seeks to preserve and protect. But in order to accomplish this "We must make the commitment to establish connections, to initiate communication, to build trust and credibility among urban constituents, and to listen to urban park users. If we succeed, the Service will be greatly strengthened. If we fail, through apathy or opposition, to develop our urban parks aggressively, we will miss an unparalleled opportunity and weaken the entire national park system," he concluded.

Journey of a Fossil Skull

Jay Shuler
Acting Chief Interpreter
Badlands NP

Mysterious—the skull that turned up near Harvey in Michigan's Upper Peninsula last fall. The long fangs of the upper and lower jaws were manganese black, but the rest of the skull was white.

Christian Fladung, 6, and Derk Kolveldt, 7, could not resist it. They took it home and told their parents that they found it on the Lake Superior beach near Lakewood Lane.

The skull was sent to experts from Northern Michigan University in Marquette, and Michigan State University at East Lansing. They identified it as a thirty-million-year-old mammal often found in rocks of South Dakota. The puzzled experts speculated that early man, or maybe a glacier, had brought the skull to their beach.

An interesting story, thought *The Mining Journal* of Marquette, Michigan. They wrote an article about it.

One of the *Journal's* readers saw the article and agreed that the story indeed was interesting. The skull looked familiar. He was sure he had seen just such a skull lying beside the barn of his friend, Dan Forrester, a neighbor of the boys who had found the skull on the beach. As a matter of fact, Forrester's

friend immediately suspected that the skull had been stolen from Forrester, so he called the state police.

The police learned that Forrester had collected the skull ten or twelve years earlier in Badlands National Park in South Dakota. This posed a question. If the skull had been collected in a national park, had it ever belonged to Forrester?

The police called Pictured Rocks National Lakeshore at Munising, and Chief Ranger Deryl Stone told them that it is illegal to collect fossils on government land without a scientific permit—or on private land without permission of the owner. Ranger Stone and the police paid Forrester a call.

Forrester was unsure if he had found the skull in the park, after all. He agreed to spread a map, stick a pin where he thought he had picked it up, and should the pin fall in Badlands National Park, to give the skull back to the Park Service. The pin pricked the park, and the skull was turned over to Ranger Stone, who sent it back to the Badlands.

Again the skull became news in Michigan. Duane Olson, a ranger for nine summers at Badlands, turned on his TV and saw the story. He was moved to write to the *Iron Mountain Daily News*.

Here is a quotation from Ranger Olson's letter:

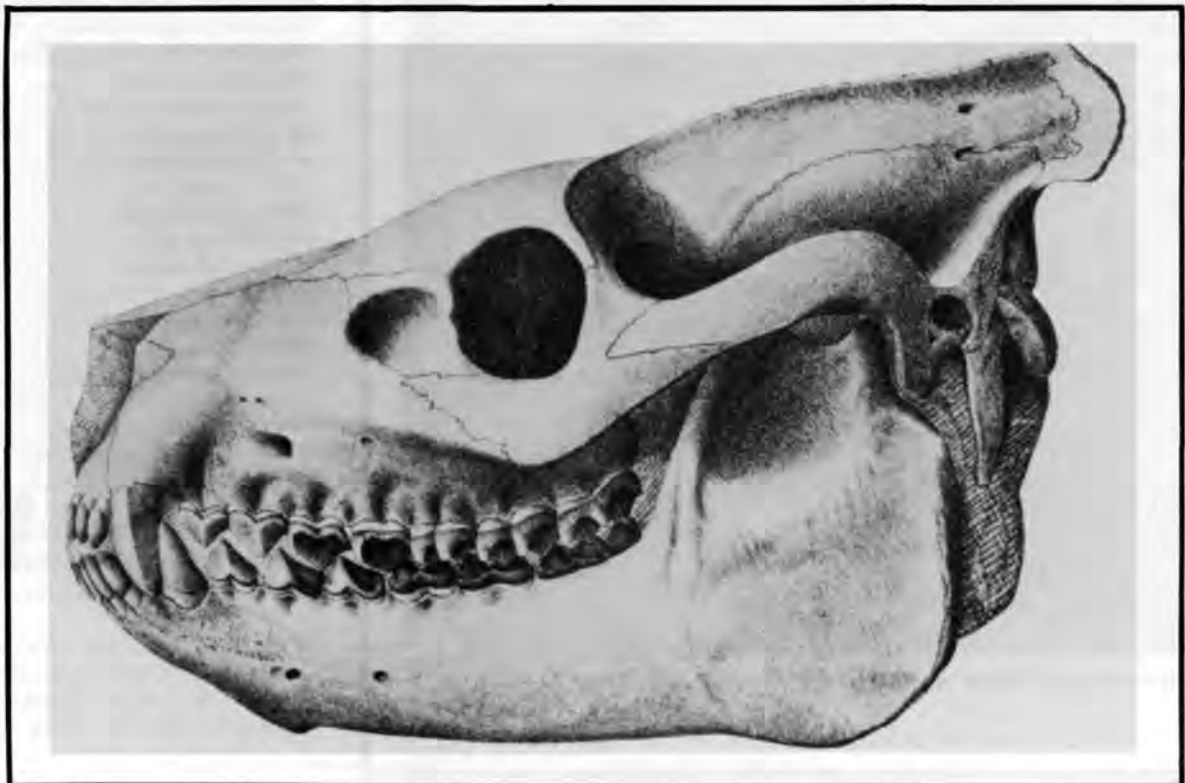
I would like to thank Mr. Forrester, the Fladung family, the Michigan State Police, and National Park Service personnel from Pictured Rocks National Lakeshore for their parts in this episode and for ensuring that a thirty-million-year-old treasure was returned to its rightful owner, all the people of the nation.

Not only is it back where it belongs, but it has played a tremendously educational role.

It has taught people about paleontology, selfishness and sharing, rightful ownership, federal law, and the priceless nature of our national parks and everything they offer to us, if we would just look.

The message of the skull and its long journey? Removing anything from a park is morally and legally wrong, for it deprives other visitors of something precious that is indeed their own!

The much traveled skull has been identified as an oreodon of the genus *Merycoidodon*. The illustration is taken from Cleophas C. O'Harra's *The White River Badlands*, South Dakota State School of Mines, 1920.



Letters

Note: The following is a slight departure for the letters section. Nevertheless, it underlines the importance of each member of the Park Service family to every other.

Dear National Park Service Family:

Life is the most precious gift we will ever receive, yet more fully enjoying that gift means belonging to a family is a necessity that must be sought, nurtured, and cherished. During our lifetime we are given opportunities to develop our family associations within our bloodlines and society. As we all know this critical phase of our life has tremendous influence on the directions we take. Most of us are able to extend and develop family-like relationships with friends within our neighborhood, our church, and other associations. This is essential to our very existence, especially as we venture through this very dynamic and exciting social structure of ours.

At this time I am taking an opportunity to write to our NPS family to extend my very sincere and deep gratitude for all your prayers, encouragement and support, especially over the last four-and-a-half years. There are moments like this when it is somewhat difficult to find the right words to express how much all of you have meant to my family and me during my sickness and the many trying, challenging moments that have accompanied it.

The NPS family is unique for all of us since we are able to kindle and nurture a strong family bond during our careers that becomes a very significant, loving, rewarding experience throughout our employment and our retirement years. And what makes it even more amazing is the many people we really never meet but who become part of our lives through those we know. The NPS is special not only because of its high degree of integrity, responsibility and caring for its people, resources and visitors, but because it allows us to make that extra effort to work harder and serve to our fullest—and take pride in our accomplishments even when there are no other personal rewards or benefits. There is no other organization like this one, and I have no doubt that it will continue. Its ethic and care will never change.

My family and I have received so much support from so many people who have helped us to pull through these very difficult times. Yes—there

will always be more challenges upon the horizon, but we will meet these together as we already have. We will keep our faith and beliefs strong, and trust dearly in God for everything. You have exemplified your goodness and giving in those best ways possible. We ask God to extend His blessings to all of you in your times of need for giving of yourselves to us the way you have. Thank you so very much always.

Roy C. Slatkavitz & Family

To the Editor:

Director Mott's comments in the April issue of the Courier were absolutely correct. There are no categories of female or male rangers or employees in the NPS. The only category is that of qualified employee, as he accurately pointed out. An issue of the Courier that highlights only women rangers and employees as did the April issue fosters artificial categories based on gender. The Courier should represent and report on all employees.

A. McDade
Stones River NB

The following is a letter of praise sent to Carlsbad Caverns NP. It exemplifies other letters of this type received throughout the Service.

Dear Mr. Smith:

Last week I took a trip to southern New Mexico with my 11-year-old son specifically to visit Guadalupe Mountains NP and Carlsbad Caverns NP. We arrived at the Pine Springs campground in a blizzard on Wednesday night. The following day we had intended to hike McKittrick Canyon all day, but our camper would not start. After we tried unsuccessfully to start it, one of your Guadalupe maintenance employees saw our plight and said he would have the park mechanic, Dan Montane, come out to help us. Dan showed up a few minutes later and spent a great deal of effort helping us to get on our way. He also helped several other people in the campground. Apparently, the cold and moisture gave a lot of people starting problems that morning. Because of Dan's help we were able to get going by noon, and our hike into McKittrick Canyon was still possible. All the park employees we met at Guadalupe were very polite and helpful, both with the starting problem, and later in the day at the information station and the McKittrick trailhead.

On the following day we visited Carlsbad Caverns and made the long tour of the cave. Afterwards, we inquired about hiking trails in other parts

of the park. All the NPS employees we encountered were very polite and professional. As a Park Service employee, I was proud of my organization as I met and received help from both Guadalupe and Carlsbad employees who knew me only as another visitor. The quality of our visit to these two areas was definitely enhanced by the exemplary conduct of the numerous NPS employees and VIPs we met.

I believe that this kind of consistent politeness to visitors doesn't just happen; rather, it is a reflection of the quality of the overall management of the two park areas. Thank you, through your employees, for two days of pleasant memories and learning experiences at Guadalupe and Carlsbad Caverns National Parks.

Ralph R. Root
Environmental Specialist
Geographic Information Systems
Division

To the Editor:

Could you please identify the fort on page 44 (lower left corner) of the April Courier. I built a Civil War gin like the one shown about fifteen years ago when I was at Fort Pulaski NM. At the time, I think, it was the only one in existence. The gin in the photo could be the other of the two types, and I'd like to touch base with whoever "owns" it.

Ed Trout
Great Smoky Mountains NP

Editor's note: Readers, any thoughts?

COURIER

The National Park Service Newsletter

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*Especially where citizens demonstrate
their interest in forming a friends group,
I think we should encourage them. We
should foster and facilitate such things.
Friends groups can be tremendously
valuable allies...*

William Penn Mott, Jr.

