

COURIER

NEWSMAGAZINE OF THE NATIONAL PARK SERVICE



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Volume 33, Number 4

April 1988



FEATURES

- ARCHEOLOGY AND THE FEDERAL GOVERNMENT— 6
ROCKY MOUNTAIN HIGH— 10
IF YOU VISIT DUNBAR — 13
JOHN MUIR'S UNNATURAL HOME — 15
JOHN MUIR AND THE RANGE OF LIGHT — 18
THE RESTORATION OF HETCH HETCHY — 23
SPEAKING OUT: INSTITUTIONAL IDENTITY — 30

DEPARTMENTS

- COMMENTARY — 2
PARK BRIEFS — 32
NPS PEOPLE — 35
E&AA — 38

COVER

Diana Adams, a Washington, DC, freelance photographer who grew up in Morocco, has the following to say about her way of seeing: "I document ambiguities of relationship—the fragile spaces between the moments we normally notice. Often there is darkness or mystery in these spaces." The portrait of Diana Adams used here is by Alegría Ilayes of Adams & Hayes Associates.



STAFF

Mary Maruca — Editor
Ricardo Lewis — Graphics Artist

ADVISORS

Christina Watkins — Design Consultant
Holly Bundock — Issue Consultant
George J. Berklacy — Chief, Office of Public Affairs
Naomi Hunt — Alumni Editor, E&AA
Theresa Wood — Executive Director, E&AA

National Park Service
U.S. Department of the Interior



The Director's Report

BRINGING BACK THE WOLF

As some of you may have heard, I have been rather aggressively advocating the restoration of the gray wolf into Yellowstone National Park. My position has not only generated a bit of coverage in the press, it also has provoked strong reactions from farmers and ranchers who believe wolves will prey on livestock outside park boundaries as well as from others who see wolves as potentially dangerous threats to park visitors. While I do not want to minimize these concerns, I believe my decision to recommend that the National Park Service sponsor a wolf restoration program in Yellowstone is the right one to make. I am committed to working with the local communities, the congressional delegation, and other interested parties to develop a viable program that is acceptable.

If you've been keeping up with this issue, you probably know that the gray wolf once was one of Yellowstone's principal predators, the others being grizzly and black bears, mountain lions and coyotes. Unfortunately, in Montana between 1883 and 1918, more than 80,000 wolves were killed for bounty. The wolf's disappearance at human hands left empty a niche that has not been refilled.

There are those that recommend we fill the void left by the wolf with hunters. True, hunters could serve the role of predator, and help achieve an ecological balance of sorts by reducing the ungulate population, but I don't believe introducing hunters into Yellowstone is an acceptable or natural replacement for the wolf. Too often, people forget that the National Park Service's mission is to maintain the integrity of natural ecosystems, or those parts of ecosystems that are within the parks. The organic states that we must "conserve...the wild life...unimpaired for the enjoyment of future generations." I see restoring the wolf in Yellowstone as helping to set things right there—in effect giving the park back some ecological balance.

Any restoration of the wolf requires that the concern of ranchers and farmers for their livestock be addressed. I have been told that the wolf's presence in Yellowstone is easily sustainable by the park's present animal population—ground squirrels, grouse, and snowshoe hares, as well as bison, mule deer, moose and elk, the "preferred" food choice of the wolf. But what about instances where livestock are killed? I think that any restoration effort should include a compensation program for all livestock losses. Farmers and ranchers should be reimbursed, and although a compensation plan has not been drawn up, it seems to me that once the decision to restore the wolf is made, such a plan would be developed and managed either by the government or through a private organization. We also have technological means we could use to track wolf movement in order to determine livestock threats and minimize such occurrences. One such safeguard might be to have each wolf, or a wolf in each pack, wear a radio collar equipped with remote-controlled tranquilizing darts. The darts would enable easy capture of a problem animal, and the radio collars would allow researchers to monitor the wolves so that their movements could be known.



If these actions still are not enough to allievate the concerns of farmers and ranchers for their property and garner their support for restoration of the wolf, I also would be willing to consider supporting departmental regulations under the Endangered Species Act that would allow them to shoot wolves on their property that are posing a threat to their livestock.

The issue of wolf restoration has also raised some concern over the impact of wolves on the grizzly bear, and I have to admit that initially I also was worried. So much has been done to help the grizzly make a comeback in Yellowstone, I didn't want bringing back the wolf to undo these achievements. However, I was surprised and relieved to learn that the wolf's presence in Yellowstone actually may help the grizzly's

recovery. Grizzly bears would find food more available simply because they could feed off carcasses left behind by wolves. As a result, the bears would tend to wander outside of the park less frequently in search of food. Further, the presence of wolves may place greater physiological stress on elk and bison herds during the winter season, causing an earlier death in infirm, diseased, or older animals. Again, the grizzly would benefit, for this would mean more carcasses available in the spring during the first critical weeks after grizzlies come out of hibernation.

Ultimately, the question that keeps coming to my mind is: why not bring the wolf back to Yellowstone? I realize that my aggressive stance on this issue has created some controversy, but I don't take a stand on any issue, based on the kind of reactions I expect to receive. Actually, when considering my position on wolf restoration, I find myself faced, time and again, with no other possible alternative. What other position could I take as Director of the National Park Service?

I ask this not in defense of my decision, but as an acknowledgement of my role—our role—as stewards of the national park system. If we don't accept this responsibility as stewards of the Yellowstone ecosystem, who else will? Furthermore, if we fail to accept the challenge at Yellowstone, what does this say about our ability to face challenges throughout the park system? And what does it say about our ability to be stewards of this system into the next century? It's a big responsibility, one too important to abdicate and one that we must continue to carry out, not only with flexibility—when flexibility is needed—but also with strong commitment and determination in keeping with the mission of the Service.

I feel that wolf restoration is just such an issue. It is one that I am approaching with personal commitment—to the wolf, to the Yellowstone ecosystem, and, ultimately, to the protection of resource values inherent in the national parks throughout the system.

A handwritten signature in dark ink, appearing to read "W. Penn Mott, Jr." with a stylized flourish at the end.

William Penn Mott, Jr.

FROM THE EDITOR

I have heard about John Muir for a long time, but only as you would hear about a neighbor down the street you've never met. This month, I met John Muir—and I was pleased, very pleased, to make his acquaintance.

On the 150th anniversary of his birth, Muir aficionados have taken time to commemorate important benchmarks of his life for the *Courier*. Reading their articles caused me to think about John Muir, the person, rather than about his legacy. I imagined how lovely it must have been to live in a house whose windows faced pastorally rolling hills—as Steven Burke attests in his article about Muir—or to have a spouse who understood when you announced at breakfast that the mountains were calling (and who kept your suitcase packed for just such emergencies).

I also spent time thinking about the risks Muir took—about how he lost his job at a sawmill in Yosemite Valley (see Lisa Strong-Aufhauser's article), only to use the remaining

months before summer's end to wander and think and write. Could I have granted my curiosity free reign, or would I have been first in line at the unemployment office, fighting frantically for the security of a job?

The importance to Muir of thinking and writing runs as a strong theme throughout this month's articles. I wonder if John Muir felt fear when he first determined to do the great thing that he did with his life—to write in his own strong voice about the marvels he had seen, in order to preserve them.

Writing is indeed a terrible profession, terrible in the oldest sense of that word. Sometimes it shakes foundations; it moves and motivates and thrills as few things can. Sometimes it has trouble turning over in bed. But those occasions when it does what it should—when it flows through an author like a strong electrical current—are enough. They dim everything else. They transform the search for expression into an endless effort to reclaim those powerful moments. And the memory of them is so compelling that even on a warm spring day, sitting on your own front porch with little to do, they rattle about in your head—words, highly

charged, linking you to something more than yourself. John Muir must have known many moments such as these.

In the light of all this, I have one concern—that some of you who have been writing for the *Courier* without being asked to do so may stop. I have noticed that my mail has diminished since the advent of the *Courier's* new format. The new look doesn't diminish the need for unsolicited material. Such contributions fill out departments like "Park Briefs" and "NPS People." Feature articles that come in "over the transom" are essential in order to keep the editor and *Courier* readers informed of significant happenings Servicewide.

The courage required to jot down an idea, conceive a story, and then—most terrible of all—to share it, remains as great as when John Muir ambled through the Sierra Nevadas. The personal investment required—that of your time and your willingness to take a risk—at first may seem too great. But sometimes the results can outweigh the investment.

Sometimes, writing can hook you for life.

THOSE T-SHIRT TEASERS

"Dixie" Tourangeau

Curiosity, and the desire to prove an iota of expertise for this particular topic, recently prompted me to sift through a couple of my bureau drawers.

On the whole, the results were gratifying: 78 souvenir T(ee)-shirts and 27 sweatshirts, each displaying some kind of illustration and/or lettering. Five are Boston Celtics-related; eight depict baseball; 20 are NPS spots; only a few are not worth storing. Most were owner-purchased, though a tiny percentage were gifts. (The collection "mixes and matches" nicely with my 32 baseball caps.) This accumulation of (North) Americana includes an ill-fated, "Metro Toronto Zoo" shirt with a nifty giraffe logo, ruined by the

washer's brain malfunction, and my sentimental favorite, "Lake of the Ozarks, MO." Made of comfy blue material, with elegant white letters, it was purchased in 1975 and still fits. Worn out classics from Rocky Mountain and Shenandoah's Skyline Drive, plus a handful of plain stuff, were left uncouncted.

Now, many of us daydream about jobs we would like to have. Some of my favorite employment situations include Peter Ueberroth's present position, Charles Kuralt's old "On the Road" one, and a fantasy post as Official National Park Souvenir Shirt Scrutinizer.

Souvenir T-shirts are an enormous business. Every locale, team, group or cause has the ability to clamp a clever logo or slogan on some sort of apparel and sell it. As a bonafied "shirt nut" who has visited 140 NPS sites, having come home with only 20 may seem stingy. Friends, the fault is

not with the buyer. Some NPS vendors just don't seem to be as enthusiastic or imaginative as a true park shirt connoisseur might hope. Some of their marketing strategies also perplex eager purchasers.

Perhaps things have changed in park marketplaces since my last (of four) trans-American journey in 1980, but there has been little evidence of it.

Doesn't NPS represent the most beautiful natural places and greatest of historical sites within these 50 states? Assembling even a modest shirt line for any unit should be as easy as walking through it with one's eyes open. Pardon my capitalistic zeal, but it's about time we chucked the gloom of dull, unsellable merchandise and spurred on sales profits by upgrading our racks and shelves. Follow me, silkscreeners!

This is not to say that my limited collection has no pizzazz. Everglades

and Denali (multicolored birds and animals), Badlands (exceptional use of multiple shades of blue for animals and landscape), a new Rocky Mountain (light blue peaks with a blotch of gold for a sunset) and Devils Tower (stark white on black rock outline with large ID letters) couldn't be better represented. But, folks, other samples are less than creative.

Case in point: my favorite of the Big 49 is Crater Lake. Disappointingly, on both my visits in 1974 and '80, shirt selection was pathetic considering the local scenery. Just to have something in '74, I bought a dark blue, hooded sweatshirt. On the front left breast is a three-inch Crater Lake drawing with letters also in black so no one can see either. Likewise, despite the park's high-class image, my Glacier shirt is a comparative "zero"—white, except for the skimpy three-inch, mountain goat drawing, with lettering barely visible. Where's the thought? It's the "give'em anything, they'll buy it" attitude. And crazed souvenir hunters unfortunately—will.

Attention Size-Wise Guys

As ONPSS Scrutinizer, there are two teeth-gritting problems I would try to eliminate. The age of glitter and celebrity is creeping tastelessly into this business. Mickey, Garfield and Snoopy are appearing on otherwise acceptable national park shirts. Walt's greedy rodent has his own shirt line to peddle in Megabuck World East and Moneyland West; why is he on our stuff? Cute characters certainly do have a market but do we really need them to hype the parks? (No, I didn't hike the Pluto Trail at Half Dome.)

The '80s have also brought on the vacuous use of day-glo and sparkle specks on shirts. This is unnecessary teen fad gunk. We ought to have well-designed shirts to advertise the parks. Let's start an annual park-wide shirt contest, calling attention to the best and worst!

Then there are the weird ones. During my recent travels in California I bought a jazzy, multicolored sweatshirt at Sequoia/Kings Canyon. The phrase "Established 1890" is done in two-inch letters with the park

names below in one-inch. Outside NPS buffs, who the heck knows or cares what "established" means. This shirt creator also included a 6-inch-tall sequoia tree, but did it in blue ink instead of red!

Hey, good thought; no follow-through!

Most aggravating, however, is the S/XL factor. There are NEVER enough medium and large shirts to choose from, but there are always stacks of small and XL left for folks to browse. If you easily sell 1,000 Ms and 1,000 Ls but struggle to rid the racks of 100 Ss, why not order more of the popular sizes? (And stockers, putting a "year" on a shirt is really dumb; it ruins the opportunity for an extended selling period.)

Now somebody help me refold these shirts and lift these drawers.

NOTES FROM THE HILL

Rob Wallace

The second session of the 100th Congress got under way on January 25 and almost immediately talk turned to the FY89 budget. The Gramm-Rudman-Hollings law sets a deficit target of \$136 billion for FY89 and requires across-the-board cuts if the projected deficit exceeds \$146 billion.

Already, internal OMB documents estimate the deficit at \$169 billion and the Congressional Budget Office recently released a report predicting \$176 billion in red ink. With a presidential election coming up, these budget discrepancies will lead inevitably to another year of heated debate on spending priorities and budget cuts.

Budget issues aside, the second session will be busy for the National Park Service in other areas. On February 17, the Senate unanimously approved a bill to protect 14 National Park sites from geothermal leasing. The log jam over the bill was broken when Senator Mark Hatfield (R-OR) added an amendment in committee to place Crater Lake on the list of pro-

tected areas. House action is still pending.

Legislation to create Tallgrass Prairie National Preserve in Oklahoma was introduced by the entire Oklahoma delegation in December. Action on this high priority initiative will start in the Senate. Hearings may be scheduled this spring.

Other Park Service items that should see congressional action early this year include: legislation to authorize addition of 146,000 acres to Big Cypress National Preserve; legislation to protect abandoned shipwrecks from treasure hunters; and a bill to authorize a statue of a nurse on the Mall to commemorate the role of women in the Vietnam War.

Notes From The Hill will be appearing every other month. Look for it next in the June issue of the Courier.

LETTERS

In order to serve well the foreign policy of the United States and peace between nations of different ideologies it is recommended to extend the international services of the NPS to China (the cooperation with the Soviet Union is already done).

After the disastrous decade of the so called "Great Cultural Revolution" in China the museums opened their gates again. However, it takes several decades to build the necessary conservation centers and new museums, in addition to training the suitable museum personnel. During the present large-scale building program of roads, railroads, bridges, factories, and other large buildings, a great number of accidental finds have occurred. Although physically these finds belong to China, they also are part of the universal human heritage. For this reason, we Americans, along with other nations who can afford it, should help to preserve these relics for future generations.

Fudan University (the Chinese Harvard) at Shanghai, China, is designated by the Chinese

government as one of the depositories of these accidental finds, as well as the regional center for conservation. The university is planning, with the financial aid of the Fudan Museum Foundation Inc., to build the first comprehensive university museum at Fudan. DBI Architects of Washington, DC, has been selected to be the architect for the museum and its conservation center. The foundation also wants to provide the necessary funds to train specialists and other museum personnel.

Perhaps the international service of NPS could look into the possibility of helping to realize this project and offering similar help to China as it has given to the Soviet Union, but focusing on the preservation of cultural heritage. This could be done via Fudan University's museum and conservation program.

I hope that the international service of NPS will feel it as important to help China as it has the Soviet Union in preserving its cultural heritage for the benefit of mankind and its future generations.

Alfonz Lengyel, Ph.D.
Advisory Board

Dr. Hogenauer's address to the Urban Superintendents' Conference in New York appears to me to have applications for the un-urban hinterland parks as well. Decreasing crowding by shifting seasonal visitation imbalances is a marketing opportunity, obvious to a professional skier and seasonal ranger like myself. Cross country skiing in and around parks with seasonally under used (or unused) lodging facilities is a tremendous marketing opportunity. Lodging is the key word for marketing cross country skiing. It is also the key to minimum impact use of snowed-in backcountry. Snowed-in roads, many of which are now plowed at taxpayers expense, could be groomed for cross country skiers headed for that under used lodging.

Organizational marketing expertise already exists in the form of The Cross Country Ski Areas of America, RD- Bolton Road, Winchester, New Hampshire 03451.

September's *Courier* asked for responses to Rick Smith's article on interpretation. It seems to me that our interpreters are inevitably in the marketing business too. Selling "off season" use to the public should be a major part of our minimum impact strategy.

Eric Burr
Mazama, WA

This letter is in response to Rick Smith's article, "The Role of Interpretation In Management: How Can We Make It More Vital." In his article in the September *Courier*, Smith said that our interpretive programs lack consumer orientation and that "Most of us know very little about the visitors." He said that "We overestimate the visitors' need for information" and he referred to information as "the dreaded word."

I have conducted research (at Redwood National Park) and thoroughly reviewed the literature on what park visitors like and do not like about interpretive programs. I agree with Rick that most of us know very little about the visitors. I do not agree that we overestimate the visitors' need for information (although I would agree that many interpreters do not succeed at making information interesting).

Here is a brief summary of the findings of my research and my literature review. Keep in mind that most of the relevant studies were done in natural areas, rather than historic sites or recreation areas.

1. The average park visitor is about twice as likely to be a college graduate as the average person on the street.
2. Most park visitors indicate that the primary reason they attend interpretive programs is for education or information.
3. Very few park visitors mention a desire to be entertained or "to socialize" as primary reasons for attending interpretive programs.
4. The most popular interpretive methods are those that require the lowest degree of audience

participation, e.g., the lecture/slide program.

5. The interpretive methods used at a program do have an effect on program attendance, i.e., visitors will avoid attending programs if they do not like the interpretive methods, regardless of subject matter.
6. There is no such thing as an interpretive method that everybody likes or everybody dislikes. Every interpretive method I presented to the visitors was strongly liked by some and strongly disliked by others.

Copies of my literature review and a summary of my findings are available to anyone who would like to become familiar with the research that has already been done. I agree with Rick that we need to find out more about our visitors. If we can't get OMB approval to survey our visitors, why not start with a suggestion box with a sign inviting "comments, compliments, criticisms?" Interpreters who really want to know what the visitors think about their programs can point out the box and invite anonymous feedback.

Roy Irving
Organ Pipe Cactus NM

As a member of the Advisory Board to the Secretary of the Interior, Stewart Udall, and to Directors Connie Wirth and George Hartzog, and as one who visited every park in the system at that time, and most national monuments and many historic sites from Alaska through the 48 states to and including Hawaii, a contemporary and close friend of Horace Albright's—I am 92—the *Courier* is priceless to me, and so is the primary objective of the Park Service. Therefore, when I see a statement on page 16 of the October issue, that "the Park Service needs employees willing to do the myriad tasks required," and lists those tasks "to provide a safe, inspiring, and memorable experience for all park visitors," I wonder when the initial purpose of the Park Service ceased to be preservation.

Preservation will always remain for me, and should for all others responsible for the Park Service, the number one responsibility.

Protection of park visitors may be necessary in this effete age, but it should be secondary always.

Frank Masland, Jr.

As a Society for American Baseball Research (SABR) member, I read with special interest the January Park Brief about baseball at the Fort Davis NHS Restoration Festival. I noticed two non-fielding bobbles.

In 1984 I had the opportunity to play in a SABR-organized, 1884 recreation game at the SABR convention in Providence, RI. Pitcher's threw overhand because (I double checked this with the Baseball Hall of Fame Library) for the 1884 season a "shoulder level" pitching motion was first allowed in the National League, the major league of the era. The lesser American Association allowed it on a trial basis in 1883. The rest of 1884 rules listed were correct.

Oops 2! Obviously either Brief writer Randy Kane or the *Courier* editor failed to realize how berserk baseballists get when they are told about an interesting game but are not given the final score. I suspect Fort Davis won, but since ESPN didn't telecast it, the final, please!

R. Dixie Tourangeau

I'm afraid the editor is at fault on this one. Randy Kane was very thorough, even sending in the score for all innings. But the editor insensitively lopped off the last paragraph for reasons of space. Yes, Fort Davis trounced Fort Concho—5 to 0—and I hope this bit of information sets the score right all around.

In the July 1987 *Courier* I noticed Duncan Morrow's column about dictionaries. As a former member, I definitely support the ALA's analysis of dictionaries. However, two of Mr. Morrow's statements particularly struck me—

individual choice and specialized dictionaries. I cannot spell worth a hoot. Oh yes indeed dictionaries are used to check spelling. But to do this, the user must have an idea of how the word starts. I and other non-spellers often do not have the vaguest idea of a word's spelling. Fortunately the New World Dictionary editors have compiled a publication we can use. This is the *Misspeller's Dictionary*, published by Simon and Schuster. This little gem has entries under all conceivable misspellings followed by the correct spelling and a short definition, e.g., misspelling (mis-spel) to name, write or print the letters of a word incorrectly. I heartily recommend this dictionary to all who are quite fluent but innocent of spelling skills.

Ruthanne Heriot
Harpers Ferry Center

Duncan Morrow turned up another bit of helpful information: Robert McArtor, chairman of the Government Printing Office Style Board, says that the experts he turns to for advice are found at Frostburg (MD) State College's Grammar Hot Line. The service operates from 10 a.m. to noon, five days a week, at 301/689-4327. Calls at other times are taken by an answering machine and returned as soon as possible.

BOOKS

Random House Dictionary of the English Language, Second Edition Unabridged. General Editor, Stuart Berg Flexner.

In September 1987, Random House published the first new, major unabridged dictionary of English in 21 years. RHD-II, as it is called by many reviewers, has been gaining wide praise.

The current standard of unabridged dictionaries is the Merriam-Webster Third International Dictionary, published in 1961. Webster's Third was widely criticized for its refusal to differentiate between slang and standard English. RHD-II makes emphatic distinctions and, in addition to many

usage notes in the main body of the work, it has supplementary sections on the history of the language and dialects, as well as a style manual, a color atlas, a list of colleges and universities, and the texts of the Declaration of Independence and the Constitution.

Among the 50,000 words appearing for the first time in this dictionary are more than 1,000 words derived from computer technology. Within its total of about 315,000 entries, the editors have added 85,000 definitions not included in the first edition.

The publishers anticipate some problems with their editorial decision to include common vulgarisms, but suggest the absence of such terms would prevent the dictionary from being a true reflection of the language.

Flexner wrote the *Dictionary of American Slang*, published in 1960, and was a principal editor of one of the better desk dictionaries, the *Oxford American Dictionary*, published in 1980.

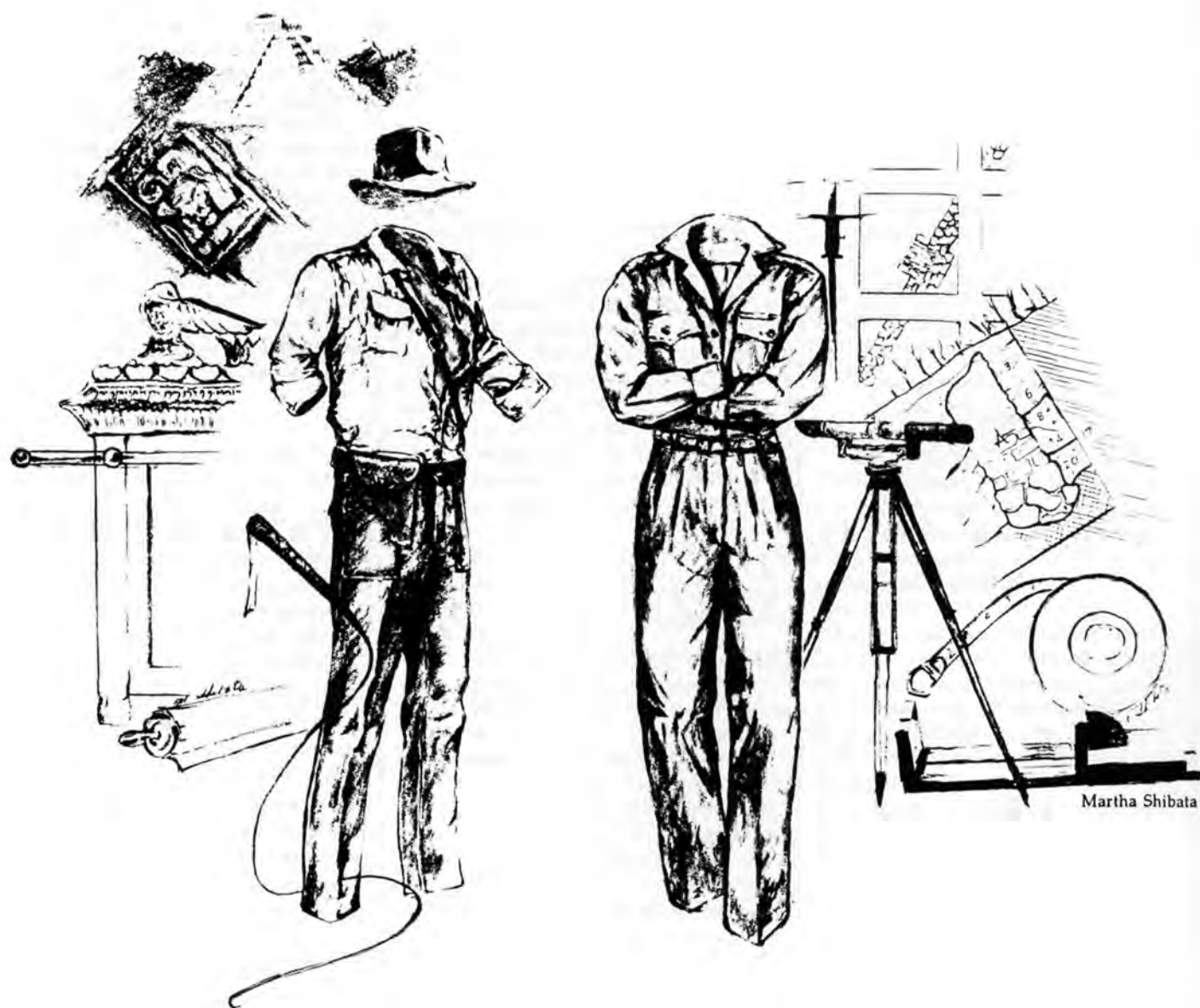
The RHD-II is available in two bindings, listing for \$79.95 and \$99.95, but the less expensive edition is sold in some bookstores for as little as \$44.44.

Duncan Morrow
Public Affairs, WASO

High country travelers in Rocky Mountain National Park now have a new map to help them find their way. Published by the U.S. Geological Survey, the 1:50,000 scale map updates the 1961 edition. An interpretive essay accompanied by color photographs, *Rocky Mountain National Park—The Story of its Origin*, by Chief Park Naturalist Glen Kaye, enhances the map's usefulness. Copies are available from Rocky Mountain Nature Association, Rocky Mountain NP, Estes Park, CO. 80517 for \$4 each, plus \$2 shipping and handling.

BY GEORGE S. SMITH AND FRANCIS P. MCMANAMON

ARCHEOLOGY AND THE FEDERAL GOVERNMENT— PAST AND PRESENT



What do the Declaration of Independence and American archeology have in common? Thomas Jefferson. The first connection is well-known, but did you know that Jefferson was also one of the first Americans to systematically investigate an archeological site and document the results? In 1782 he excavated Indian mounds on his plantation in Virginia to determine their construction and use, then published the results in his "Notes on the State of Virginia." The importance of Jefferson's work rests in the fact that it was undertaken to answer a question, that it used careful excavation techniques to recover data, that it drew conclusions, and that it was published. All of these elements have become parts of the practice of modern archeology. From these early beginnings, interest in understanding and preserving archeological sites has grown, resulting in a body of federal legislation that today guides most archeological activities conducted in this country.

The Early Period 1784-1906

The interest of the American public in understanding and preserving archeological sites first stimulated federal involvement in archeology. From this beginning, a body of legislation has developed that guides most archeological activities nationwide.

During the mid-1800s, public concern for historic sites such as Mount Vernon stimulated the preservation of places associated with people and events important to America's young but dynamic history. During the late 1800s, a similar concern grew for Revolutionary and Civil War battlefields. Primary involvement in these efforts came from the private sector, but all this changed as the country began to explore its western lands.

With growing westward expansion in the mid-to-late 1800s, the federal government sent expeditions to explore and map the West. As a result, numerous spectacular archeological sites were documented. In addition to reporting the ruins, note also was made of extensive looting already occurring at such sites such as Pecos, Mesa Verde, and Casa Grande. Government-sponsored expeditions, such as those organized by the U.S. Geological Survey and the Smithsonian Institution's Bureau of Ethnology (both established in 1879), and private expeditions, such as the Hemmenway Southwest Archeological Expedition (1886-1888), collected an enormous amount of archeological data.

Using this information, influential citizens and members of Congress established legislation and funding in 1889 to protect and repair Casa Grande. Although the Act allowed the president to withdraw this land from settlement or sale, it was not until 1892 that Casa Grande was set aside as the first national archeological reservation in U.S. history. An NPS publication, "The Antiquities Act of 1906" by Ronald F. Lee, provides an excellent account of the events leading up to the preservation of Casa Grande and the passage of the 1906 Antiquities Act.

During the late 1800s and early 1900s, concern for American antiquities grew in both private and government sectors.

Reports and warnings from groups such as the American Association for the Advancement of Science, the Anthropological Society of Washington, and the Archaeological Institute of America increased public awareness of the destruction of archeological sites, which ultimately contributed to the passage of the 1906 Antiquities Act. This far-reaching statute made federal officials responsible for protecting archeological sites on public lands. It designated these archeological sites as public resources and prohibited looting and vandalism. With passage of this act, archeological sites on approximately one-third of the nation's land were afforded protection.

1906-Present

The Antiquities Act provided a mandate for those federal agencies administering public lands to preserve archeological sites in their jurisdictions. During the 20th century, concern for the preservation of archeological and historic properties produced statutes affecting their treatment. The scope of federal involvement in archeology, and the effects of federal activities beyond public lands, increased substantially with the massive public works programs of the 1930s. The majority of legislation addressing archeological concerns has been enacted since 1930.

Increased public awareness resulted in the NPS "Organic Act" of 1916, mandating parks to conserve natural and historic objects.

The Historic Sites Act of 1935 declared it national policy to preserve historic sites, buildings, and objects.

The Federal-Aid Highway Act of 1956 prohibited the use of historic lands, including archeological sites, for highways, unless no feasible alternative exists (this was the first statute protecting archeological resources from impacts of federal or federally financed construction projects).

The Reservoir Salvage Act of 1960 held federal agencies building or permitting the building of reservoirs accountable for archeological, historical, and scientific data that might be destroyed by such projects (the first act recognizing the importance of archeological sites for their data, and providing a funding source to enable collection of such data).

The National Historic Preservation Act of 1966 established the National Register of Historic Places as a listing of properties of national, state, or local significance. It designated state historic preservation officers to administer state programs and likewise established the President's Advisory Council on Historic Preservation.

The National Environmental Policy Act of 1969 required federal agencies to prepare environmental impact statements for federal actions affecting the quality of the human environment. This included archeological sites.

Executive Order 11593 required federal agencies to inventory lands they administered for archeological and historic properties.

The Archeological and Historic Preservation Act of 1974

amended the Reservoir Salvage Act by extending its provisions to include all federal construction activities and all federally licensed or assisted activities that would cause loss of scientific, prehistoric, or archeological data.

The most recent statute, the Archaeological Resources Protection Act of 1979, supplemented the provisions of the 1906 Antiquities Act by establishing major penalties for violations of the act and conditions for protecting sites on Indian lands.

The federal government's concern for archeological properties began in the 19th century in response to the destruction and looting of Indian ruins in the West. Since then, this concern has grown to include consideration of the impact on archeological properties nationwide. As a result, a wide range of agencies and activities exists at the national, state, and local levels involved in federal archeology. All of the archeological work that this encompasses can be referred to as the federal archeology program.

The Federal Archeology Program

The federal archeology program is part of the larger national historic preservation program that operates by authority of various statutes, central among them the National Historic Preservation Act. The federal archeology program also draws on several additional statutes specific to archeological properties: The Antiquities Act of 1906, the Archeological and Historic Preservation Act of 1974, the Archaeological Resources Protection Act of 1979, and the regulations written to carry them out. Federal compliance with these directives occurs through the efforts of agency cultural resource and archeological experts, in coordination with state historic preservation officers in each state and with the Advisory Council on Historic Preservation. The 1974 amendments to the Reservoir Salvage Act and the Archaeological Resources Protection Act assigned the Secretary of the Interior a special role, providing guidance and coordination for federal archeology. This encompasses the broad responsibilities of administering and/or promulgating regulations for administering a variety of archeological and historic preservation activities. This role is accomplished for the Secretary by the Departmental Consulting Archeologist, who also serves as the Assistant Director, Archeology, within the National Park Service.

The federal archeology program functions by integrating the values of preservation, research, and education with the mission of the agency. Each department/agency has its own internal organization to comply with federal mandates. This may be accomplished through a professional staff of archeologists or agreements with other agencies having archeological capabilities.

The ways in which different departments and agencies are involved in the program depend upon their function within the government. Some agencies, such as the Bureau of Land Management, the Forest Service, and the National Park Service, manage large amounts of land, and are responsible for the

archeological resources under their control. Other agencies, such as the Environmental Protection Agency and the Federal Highway Administration, help other levels of government or the private sector develop resources and facilities. These agencies must ensure that activities they assist, license, or get involved in do not destroy important archeological resources wantonly.

Although it is possible to categorize agency functions as resource management or development, many organizations combine these activities as they execute their responsibilities. Resource management agencies, for example, undertake or permit development activities on the lands they administer. Some agencies that are primarily development-oriented, such as the Bureau of Reclamation and the Corps of Engineers, administer lands for recreation or other purposes as well. Large agencies, especially, undertake varied activities for which archeological investigations are needed.

As one might expect, agencies take different approaches to meeting their archeological responsibilities. Some, such as the Bureau of Land Management, Forest Service and the National Park Service, have developed extensive internal archeological programs with many archeologists on staff. Agencies mainly responsible for assisting other levels of government with development projects, such as the Federal Highway Administration and the Environmental Protection Agency, have passed along the responsibility for accomplishing the actual archeological investigations to state or local agencies undertaking the development.

Archeology, as a profession, has influenced and been influenced by the federal government's involvement. In today's complex world it is important that private and governmental sectors work together to develop an atmosphere in which past, present, and future can co-exist. To accomplish this task, archeologists, especially those in the federal government, must be able to mesh the needs of the profession with the needs of the public.

George Smith is an archeologist with the Archeological Assistance Division. Francis P. McManamon is the chief of that division. The authors thank Dr. Gary C. Stein (Historian, Bureau of Indian Affairs) for sources concerning Thomas Jefferson, and Richard C. Waldbauer for reviewing the manuscript.

FY '88 Training Opportunity

The NPS has announced a new employee development opportunity for maintenance people. The Facility Manager Development Program will train qualified applicants interested in facility manager (GS-11) and chiefs of maintenance (WS-5-10) positions. The product of a task force brought together at the Albright Employee Development Center during October of 1987, it represents the work of subject-matter experts Servicewide charged with the program and curriculum design.

The task force recognized that most foremen receive their jobs after proving themselves excellent craftsmen. As their responsibilities grow, they may face problems created by personnel management, budget administration, procurement, multi-year planning, and general administration demands. Coupled with the new skills required by the maintenance management system, the load sometimes becomes too great for these former craftsmen. Additionally, the constant need for facility managers who can "hit the ground running" has overloaded traditional promotion avenues, causing some parks that need GS-11 or WS chiefs of maintenance to settle for less.

The help correct this situation the program plans 240 hours of intensified training as well as 160 hours on the job with a currently successful chief of maintenance. This should provide a basic foundation from which the participant may springboard. Participants must learn detailed

administrative operations, including personnel management, data systems, and accounting responsibilities. Also included is park housing management and administration, contracting, and special programs administration, as well as NPS mission and history, management training and analysis, client relationships, team building, mandated programs, personnel development and career planning. The program also plans to support interdivisional respect, along with improved communications and writing skills. This latter need affects maintenance at all levels and often is the reason why important projects go unattended.

Program applicants must be willing to spend seven weeks at the Albright Center, followed by a four-week understudy assignment in a park. After successful completion of the program, trained individuals should be able to compete for facility manager or chief of maintenance positions throughout the Service. Scheduled to begin March 8 at the Albright Center, the course will be funded by the Division of Employee Development. The program responds directly to the General Accounting Office Report that the National Park Service needs a maintenance management system and qualified maintenance managers to administer it in order to face a more highly technological future effectively.

Mark Hardgrove

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Course Announcement

Management and Preservation of Outdoor Sculpture (class work June 13-17) provides a look at the preservation of outdoor monuments and sculpture. A limited number of participants (nine maximum) also will work on two sculptures in Lafayette Square during one of three three-week sessions (sessions repeated as follows: May 23, June 20, July 11).

Course is open to NPS employees as well as to other state and local people. For more information call Dale Ditmanson at Harpers Ferry: 304/535-6371 or FTS 925-6401.

ROCKY MOUNTAIN HIGH

PARK PROMOTES ARTISTS' PARTICIPATION.

To students of conservation history, the role of artists and writers in shaping public attitudes about natural areas is part of today's environmental movement, even more vibrant than when a few perceptive men and women began to express fresh views of the world a century and a half ago.

When the staff of Rocky Mountain NP found itself responsible for preserving the summer cabin of William Allen White, an early question asked was: Is there a suitable adaptive use for this National Register structure?

Indeed there was.

William Allen White, friend of presidents from William McKinley to Franklin D. Roosevelt, was editor and owner of the *Emporia* (Kansas) Gazette from 1895 until his death in 1944. In the course of his career he wrote 16 books, received the Pulitzer prize twice for his editorials, and served on the original Book-of-the-Month Club committee. Much of his writing was done at his cabin in Rocky Mountain NP, where the family retreated each summer to escape the Kansas heat and enjoy mountain life.

Writing of 14,255-foot Longs Peak, White observed that "you go up on all fours. You come down on all fives."

The connection between the writing excellence of White and the role of artists in communicating environmental values is a natural one. So why not use the cabin for an artist-in-residence program?

The first step was to identify the restoration needs of the building. Unused for a decade and in disrepair, it needed extensive work to make it liveable. Carpentry and new wiring and plumbing were essential. Although the Whites loved to rough it, the building would not meet modern public health standards.

The proposal also needed evaluation by cultural resource specialists. Fortunately, the work needed to rehabilitate the cabin was all indoors; the exterior could remain as it was when the Whites last saw it.

Cultural compliance in hand, the next step was funding for the project. Donations came from friends and associates of William Allen White, including the chairman of the *Los Angeles Times*, as well as from family members and the William Allen White Foundation of Lawrence, KS.

Where interior architectural elements were of interest, such as a beamed living room and stone fireplace, they were preserved. Photos taken by the White family aided in keeping the original appearance where practical. Where the fabric was unseemly a grease and grime-coated raw wood floor, for example, it was refinished.

After months of labor, and with new furniture on hand, the cabin opened in July of 1984 as quarters for visiting artists-in-

residence. Appropriately, Dr. Del Brinkman, Dean of the William Allen White School of Journalism at the University of Kansas, resided in the house the first summer. Each summer since then, eight to twelve men and women have stayed at the cabin, relaxed, and responded to the world of Rocky Mountain NP.

A basic agreement with each artist is that in exchange for rent-free housing (everything but food is provided), the artist will produce a work that addresses aesthetic attributes of the park, the processes of nature, historical features, or management issues. There is no further prompting. The choice is up to each individual. The staff deliberately steps aside to see what chemistry occurs between the artist and the park. Gifts from the residency program are negotiated later. These become possessions of the federal government for use in park educational programs, exhibits, and publications.



William Allen White at his home in Rocky Mountain National Park. White's face was described as a pie with a smile carved into it.



Ouzel Falls, Rocky Mountain National Park. Photo by David Halpern.



Composer Paul Sullivan, Artist in Residence at the William Allen White Cabin in the Rocky Mountain National Park.

The program is intended to reach those who effectively communicate through their talents. Invited participants have come from Washington, D.C., California, and everywhere in between. They have included journalists and photographers, sculptors and oil painters, geographers and water colorists anyone who can fit under the umbrella of the communication arts. Most recently, cellist Eugene Friesen and pianist Paul Sullivan of the Paul Winter Consort used the cabin, preparing a musical score based on the environmental sounds of Rocky Mountain NP. In doing so, they typified the ideal of the program; out of the creations stimulated there will come works that project the regional and national image of Rocky Mountain NP.

By putting an historic structure back into use, the program also helps to preserve a significant cultural resource. It also commemorates the accomplishments and clear thinking of William Allen White, a gratifying tripling of benefits.

"My advice to the women of America is to raise more hell and fewer dahlias," White once penned. Anyone who writes like that needs to be remembered.

Glen Kaye is chief park naturalist for Rocky Mountain NP.

After Spending Time in the White Cabin



For the first time in my life I want to climb a mountain, not to 'conquer' it but to know it. For the first time they seem accessible; all I need are legs that will carry me there. I feel their pull now, a physical attraction that transcends visual memories. Home again, on the edge of the coastal plain, I exalt in walking up stairs, up hills. Each step is the beginning of some future ascent of Chapin, of Flattop, of Longs itself. And some dark night in the near future, when I am out walking the dog while the neighborhood sleeps, I may just look up and down the street to make sure no one is watching and then awkwardly, self-consciously, break into a run not to be trendy but to start on a path to the alpine flowers, snowfields and mountaintops of Rocky III.

John P. Wiley, Jr.
Smithsonian
October 1986



IF YOU VISIT DUNBAR, BRING YOUR FINEST BROGUE

John Muir probably would roll over in his grave if he knew a nuclear power plant had been built six miles south of his hometown of Dunbar, Scotland, or that just east, in the North Sea, oil derricks pop up between the deep ocean swells. But these are unseen from the village, dating back to the 13th century, that is some 20 miles east of Edinburgh on the Firth of Forth in the lowlands.

The ruins of Dunbar (pronounced Done-BARRRR in your finest brogue) Castle, once home to an exiled Mary Queen of Scots, sits on the brink of today's fishing harbor. A golf course appears in the distance, intermingled with suburbia and lush fields. Volcanic cones dot the far green landscape.

Nearly everything in view west of town—1,667 acres, along eight miles of coast—is the John Muir Country Park. It is the first of its kind in Scotland, authorized by Parliament in 1976 and administered regionally by the East Lothian District Council.

The Council funds this park from taxes levied in the District. A small planning staff finds creative ways to refurbish historical and archeological spots, including the Muir home, and several rangers rove in the summer. Park planners have a budget of roughly a couple hundred thousand dollars a year—but there's always a need for more.

In the late 1970s, Council Planner Ian Fullerton learned the Muir birthplace was to be renovated as a fish and chips shop. Fullerton was one of a few who knew that wee John was born in 1838 in the brick building at 126-128 High Street.

He persuaded the owner and future proprietress of the fast food outlet that the building with its bronze plaque was a national treasure. He waxed eloquent on the merchant Muir family of Dunbar—how John with brothers and sisters had scrambled among the castle ruins, harbor and fields, and father Daniel, a one-time army recruiting sergeant, owned a grain-food store with mother Ann.

John Muir



Fullerton was so convincing the owner privately restored the upstairs as a museum to Muir's early life—complete with micro slide show area—and installed a photography shop in the storefront rather than a carry out.

The restoration was done to the best of the Council's collective knowledge of Muirology. Unfortunately, the Muir family only lived a year in the house before moving next door, and no photographs exist of the Muir's next ten years on High Street before emigrating to Wisconsin, where Daniel sought more authoritarian religion.

The home is now open in the summer and nearly half of the upwards of 800 annual visitors to the home come from overseas.

Jean Foster, who worked in the Tourist Office in Dunbar several years ago, is a big promoter of the favorite son. She was in awe of the international interest in Muir and asked, "Have you come all the way from America to our boy's home?"

The local school system now enjoys Muir programs using some material developed by the staff at John Muir NHS, and Ms. Foster maintains with pride that more and more we ones know what Muir did for conservation. (However, she was ever so careful to point out that Andrew Carnegie left a large sum to the town of his family roots near Dunbar and everyone knows who Carnegie was. All Muir did was give Dunbar \$300 once.)

Ms. Foster also proudly displays old postcards of Muir Woods in the 15th century brick town house that includes the Information Office and a council chamber in the tower. She had heard of prescribed burning in the United States—a program practiced in the lowlands too—but worried that some of the Redwoods had fallen. San Francisco visitors especially are urged to look over each card and to assure her that all the trees in the pictures are still standing.

Besides a look-see at the High Street home and the opportunity to taste meat pasties, shortbread and tea at one of the lunchrooms next to a kiltmaker's shop, the highlight of an excursion to small town Dunbar is the self-guided John Muir Country Park walk around the ocean cliffs and estuary. The hike takes off across a golf course with appropriately small signs, "Mind the golfers and stay quiet."

There is a lot of sea life, and just off the coast, Bass Rock, with its 7,500 pair of gannets, fulmars, gulls, kittiwake, razor-bills, puffins and albatross. Ancient burial cairns, small stone circles, isolated standing stones, ancient stone walks, iron age forts and ruins dot the mainland countryside.

Archeological work has been hampered by intense cultivation of the rich agricultural fields but roman jewelry, implements, weapons, cremation urns and pottery crop up.

Country Park brochures note that it was the thrift of a Scotsman who recognized the need to preserve Yosemite, Petrified Forest, Grand Canyon, Mt. Rainier and Sequoia National Parks. They maintain that John Muir is to America what Bobby Burns is to them.

In one of its brochures the Council suggests, "Muir would have approved of the management policies of the park, which are to foster activities suited to the area, while carefully managing those qualities which gave it character."

Holly Bundock is a public affairs officer with the Western Region. When not traveling the high roads of Scotland, she occasionally is lured to pitch for the green with her wedge.

JOHN MUIR'S UNNATURAL HOME

I hold dearly cherished memories about (the house) and fine garden grounds full of trees and bushes and flowers that my wife and father-in-law and I planted—fine things from every land.

John Muir

In a second floor study of a stately Victorian mansion 40 miles northeast of San Francisco, national parks crusader John Muir wrote that conservation was an endless battle: "It is part of the universal warfare between right and wrong." For the final 24 years of his life (1890 to 1914), from the room he nicknamed his "scribble den," the Scottish-born author and conservationist orchestrated an unprecedented fight against the destruction of wilderness at a time in human history when virgin forests were viewed as lands to be tamed rather than lands to be treasured and protected. As ammunition, the white-bearded naturalist used a turkey quill, a bottle of ink, writing paper and strong words to defend a deep conviction in the necessity of natural resource preservation.

A day's work for Muir, sitting at his flat-top desk made from Sierra sugar pine, typically began at 4 a.m. and often dragged on well into the evening hours. He once compared the life of a writer to that of a glacier, calling it "one eternal grind, grind, grind." As a snack during writing breaks he consumed tiny dry balls of bread (a main staple on treks to the Sierra Nevada Mountains) washed down with tea heated over coals in the study's



John Muir's "scribble den" still inspires visitors to his Martinez, CA, home. Note the rolled manuscripts wrapped with daughter Helen's ribbons beside his desk.

white Italian marble fireplace. For his efforts (10 books and 300 magazine and newspaper articles), Muir earned acclaim for many monumental conservation victories, foremost among them the establishment of Yosemite NP in 1890, beloved by the great conservationist as one of the most beautiful "mountain temples" in the world.

This place where Muir inked his way into the history books is today known as John Muir NHS. Rescued from the advancement of urban development in 1964, the handsome 17-room Italianate mansion stands on a grassy knoll above the surrounding modernity. The story of Muir and his role in the American conservation movement is preserved, ironically, amidst the buzz of traffic zipping along a nearby highway, the smells of fast food restaurants, and other trademarks of a California suburban community.

Once inside the high-ceiling breezeway, and a few steps more into the main hallway of Muir House, the reality of present day fades quickly. The visitor is surrounded by the richness and the solitude that a historic structure offers. At first it isn't clear that a hardy mountaineer lived in the 106-year-old home. A park ranger greets visitors in the formal west parlor and speaks about Dr. John Strentzel, Muir's father-in-law and original owner of the house. The 10,010-square-foot home, complete with seven marble fireplaces, 12-foot ceilings, redwood doors and ornate moldings, reflects Dr. Strentzel's taste in architecture (Muir, his wife Louie and daughters Wanda and Helen resided in a smaller farmhouse a short distance south in the Alhambra Valley before moving here upon the father-in-law's death in 1890).

A closer look in some of the opulent main-floor rooms reveals that a nature lover might have lived here: mammoth sugar pine cones used as decorations around fireplaces, chunks of Sierra granite on the floor, and specimens of rock from the Petrified Forest in Arizona displayed on shelves as prized possessions. In the less formal east parlor stands a large mission-style brick fireplace Muir constructed to replace the original marble ruined by the same quake in 1906 that destroyed San Francisco. Above the mantle hangs a colorful, gold-framed painting of Yosemite Falls given to Muir by fellow Scotsman and close friend William Keith. The Keith painting and others, depicting Alaska, the southwest and the Sierras are all photographic reproductions of the originals. A new high-tech process of transferring a photo of the authentic version onto canvas allows the vibrant colors and fine details of the brush strokes to come through. The Park Service has used this procedure in acquiring five of the approximately 16 wildland paintings Muir proudly owned.

The impeccable taste of a refined Victorian woman appears throughout the home. Mrs. Muir purchased finely crafted east lake style furniture from stores in San Francisco and owned a baby grand piano. An understanding, supportive woman, Louie never practiced her music when Muir wrote at his desk in a room directly above the piano. He once referred to the sounds of a practicing pianist as "torture to man's ears." Her musical talents, however, were appreciated by the entire family at Christmas and other special occasions.



John Muir reflected.

Visitors express surprise at the open arrangement of the Muir House main floor. There are no original pieces of furniture or artifacts, and guests are allowed to walk gently through the two parlors, a dining room, a kitchen and the doctor's office, becoming more in tune with the family who lived here.

"Muir probably would have liked it this way," said Park Superintendent Phyllis Shaw. "He was very kind and hospitable to his guests."

Upstairs, past the governess' bedroom and the children's bedroom (complete with lace curtains and closets filled with long dresses), is Muir's. There are no curtains or shades covering the tall windows through which Muir commanded an unobstructed view of the pastoral rolling hills and valley oaks. If he overslept, sunlight filtered through the curtainless windows to awaken him for another day of writing. A suitcase packed with freshly pressed clothes is kept near the bed, evidence of Louie's desire to have him travel like a gentleman. With little notice, Muir might announce that "the mountains are calling

and I must go." The already-packed suitcase gave Louie peace of mind.

The messy condition of the study directly across from Muir's bedroom contrasts with his wife's neatness. Crumpled balls of paper, stacks of reference books and layers of unorganized manuscripts litter the floor around the desk, accurately recreating the scene of more than 80 years ago. Park rangers inform visitors that out of this dust-filled workspace came a far-reaching conservation ethic that profoundly influenced presidents and elected officials of the day, causing them to pass legislation placing restraints on unchecked wilderness depletion.

Muir devoted much of his time to writing over the final decade of his life (he died at the age of 76 in 1914). His wife was afflicted with a fatal cancer in 1905, and both daughters had married and lived elsewhere. The empty bedroom adjacent to the study became an annex housing more than 3,000 volumes, among them books by Muir's favorite authors, Henry David Thoreau, Ralph Waldo Emerson and Robert Burns.

Today, the room contains an interpretive exhibit depicting the early years of the Sierra Club, an environmental organization Muir co-founded and served as president for 14 years. Muir led the Sierra Club in opposing the damming of the Hetch Hetchy Valley in Yosemite National Park. It was one major battle he lost.

To ease the pain of the Hetch Hetchy decision, which came by telegram to his Martinez home in mid-December in 1913, Muir might have climbed the stairs to the attic and then ascended the narrow steps into the cozy confines of the cupola. The bell tower offered Muir solitude and a place to meditate in the early morning hours before a strenuous day of writing.

The bell may have been used by Dr. Strentzel to summon ranch hands to work. Strentzel owned and operated one of the largest, most lucrative fruit ranches in the area. It encompassed 2,665 acres of fertile land. The business that enabled Strentzel to build the house of his dreams made Muir a wealthy man too. For the first ten years of his marriage, Muir banked \$10,000 a year as ranch manager. By 1890 he was independently wealthy and free again to pursue his conservation work.

The fruit ranch today is only an 8-acre remnant of the once-

thriving business that surrounded the Muir mansion. Visitors are treated to a unique glimpse of 1880s horticulture as they stroll along an orchard trail, past uniform rows of peach, apple, apricot, pear, plum, cherry, lemon, orange, and prune trees, plus three varieties of grapes. During harvest season visitors sample fresh fruit picked by the site gardener each morning. One hundred years ago fruit from the Muir/Strentzel Ranch reached tables on the East Coast. The preservation of Muir's fruit orchards becomes an increasingly important story in the midst of vanishing farm lands and greenbelts in the San Francisco Bay Area, now the nation's fourth most populous metropolitan area.

Special events like the annual John Muir Birthday Celebration in April, the Victorian Fair in July and December's Victorian Tea attract thousands of first-time visitors. Flocks of bird lovers assemble here on Saturdays to view the 38 species of birds that live or migrate at the Muir Ranch. A survey in 1986 revealed that the park also gets its share of international and domestic visitors.

The reasons for their visits are as diverse as their points of origin. Some journey here as devoted book collectors and fans of a man they consider an American hero. Some come to photograph Victorian furniture, get married, sample tree-ripened fruit, smell flowers, picnic or talk business with a colleague. Upon entering the visitor center, a young woman once told a ranger why she had come: "My father just died and I felt like coming here to walk around."

Many people leave here inspired by Muir and touched by the beauty he expressed about all things wild and natural. Some will return to this small piece of preserved history and step into the messy study where the mountaineer expressed his feelings about the value of national parks with the following words: "Climb the mountains and get their good tidings. Nature's peace will flow into you as sunshine flows into trees. The winds will blow their own freshness into you; the storms their energy; while all your cares drop off like autumn leaves."

Steven J. Burke is a park ranger at John Muir NHS. He recently wrote an article for the Courier about Althea Roberson



JOHN MUIR AND THE RANGE OF LIGHT



In 1868 John Muir arrived in California. After a bout with malaria in Florida, he decided the cooler northern climate of California would be better for his health than following his original plan of tracing the Amazon River to its source and rafting to the Atlantic. He had read of California and hoped to spend a year or two botanizing, exploring and visiting the famous Yosemite Valley. But what began as a sojourn became a life-long dedication.

From his first glimpse of the mighty Sierra Nevada range, he was transfixed. Of his first view, he wrote:

One shining morning, at the head of the Pacheco Pass, a landscape was displayed that after all my wanderings still appears as the most divinely beautiful and sublime I have ever beheld. There at my feet lay the great central plain of California, level as a lake, thirty or forty miles wide four hundred long, one rich furred bed of golden Compositae. And along the eastern shore of this lake of gold rose the mighty Sierra, miles in height, in massive, tranquil grandeur, so gloriously colored and so radiant that it seemed not clothed with light, but wholly composed of it, like the wall of some celestial city. Along the top, and extending a good way down, was a rich pearl-gray belt of snow; then a belt of blue and dark purple, marking the extension of the forests; and stretching along the base of the range a broad belt of rose-purple,

where lay the miners' gold and the open foothill gardens—all the colors smoothly blending, making a wall of light clear as crystal and ineffably fine, yet firm as adamant. Then it seemed to me the Sierra should be called, not the Nevada or Snowy Range, but the Range of Light.

Muir's first trip to Yosemite Valley, however, was very brief, about a week long, and he wrote almost nothing on the experience. In a later autobiographical notebook, Muir remembered finding the Yosemite Valley too large, too deep, and too incomprehensible for human understanding.

Nonetheless, Muir was attracted to the mountains. Back in the Sierra foothills near Snelling, Muir worked for a man named Pat Delaney harvesting, gentling wild horses, sheep-shearing, and sheep-herding. The following summer Delaney hired Muir to oversee the sheep-herding operation—one shepherd and more than 2,000 sheep—in the high country of the Sierras near Tuolumne Meadows. Muir exhaled in the majesty of the mountains. He kept a daily journal documenting his ecstatic feelings as well as his scientific observations and detailed drawings. Forty years later, his notes were organized and published in *My First Summer in the Sierra*.

Muir learned a practical lesson that summer, witnessing firsthand the destruction caused by the sheep. "To let sheep trample so divinely fine a place seems barbarous...one would rather



Here in Muir Woods, the redwood towers 200 feet above the shaded forest floor. Although the redwoods dominate, red alder, western azaleas and California laurel thrive in their shadow.

herd wolves than sheep," and, "The harm they do goes to the heart..." Later, he would refer to sheep as "Hoofed locusts." It was also during this summer that Muir formulated his theory of glaciation. The summer spent in the high country increased his knowledge, understanding, and appreciation of the geology, botany, and sheer beauty of the mountains. He was moved to spend more time in the mountains, specifically in Yosemite.

In November 1869, Muir traveled to Yosemite Valley and got a job as handyman and sawyer for pioneer innkeeper James Hutchings. He worked for Hutchings, then went exploring, pondering, and taking notes and samples from every crevice of the Yosemite. Any nagging guilt he had regarding settling down and becoming a stable part of society melted away.

Through his explorations and searching observations, Muir became quite an authority on Yosemite. His most consuming interest was in how the Yosemite was formed. In a letter, he wrote, "...the great Valley has always kept a place in my mind. How did the Lord make it? What tools did He use? How did He apply them and when?" His constant research led him to the conclusion that glaciers carved the Valley and the tributary canyons emptying into it.

His good friend and benefactor from Oakland, Mrs. Jeanne S. Carr, wife of a University of California professor, sent many influential people to Yosemite with advice to seek out John Muir. By the spring of 1870, Muir was a part-time guide. Those he guided included botanist Asa Gray, geologist Joseph Le Conte, and, in 1871, author and philosopher Ralph Waldo Emerson and President of the Massachusetts Institute of Technology, Professor John Daniel Runkel. Muir preached his glacial theory to Professor Runkel during his five-day visit, showing him the telltale marks of glacial activity. "He was fully convinced of the truth of my readings, and urged me to write out the glacial system of Yosemite and its tributaries for the Boston Academy of Science," wrote Muir. It was possibly the first time Muir had considered sharing his ideas through publication. Muir wrote of his new purpose, "I know how Yosemite and all the other valleys of these magnificent mountains were made and the next year or two of my life will be occupied chiefly in writing their history in a human book—a glorious subject, which God help me preach aright."

Muir and his employer Hutchings had a falling out over the time John spent away from his work at the sawmill and by August 1871 Muir was without a job. After leaving the sawmill, Muir was able to spend weeks in the high country searching for confirming evidence for his glacial theory. He found live glaciers and measured their movement. Muir spent the winter of 1871 as a caretaker for the Black Hotel, allowing him to organize all the data he collected over the summer. In December 1871, Muir published his first article entitled "Yosemite Glaciers. The Ice Steams of the Great Valley. Their Progress and Present Condition—Scenes among the Glacier Beds" in the *New York Tribune*. He was paid \$200 for his work. The success of the *Tribune* piece made it clear that Muir could earn a living by writing scientific-narrative articles. Again Mrs. Carr helped and encouraged him. She became something comparable to his literary agent, copying his notes, suggesting subjects for him to write about, and often times hand-carrying manuscripts to publishers.

Muir wandered, explored and continually kept notes on his scientific observations and his mountain experiences for later publication. By 1873 Muir was considered a leading contributor to *Overland Monthly*. By the end of 1873, Muir felt he was ready to write his book. As he needed reference books and editors, he traveled to Oakland and worked for ten months, creating more than ten articles, including a seven-part magazine series called "Studies in the Sierra" that explained his theories of glaciation and geology. By the fall of 1874, Muir was suffocating in the city and finally fled back to Yosemite.

In 1889, Muir met Robert Underwood Johnson, associate editor of *Century*, the nation's leading literary monthly. Johnson was looking for stories and contacted Muir who arranged for them to visit Yosemite. Upon his return to Yosemite, Muir was depressed over the condition in which he found the Valley and the high country. The Valley meadows were plowed and sown with hay for the horses. Tuolumne Meadows was denuded by grazing sheep. Around a campfire at Tuolumne Meadows, Muir and Johnson discussed plans for a national park to protect the high country surrounding Yosemite Valley. Muir wrote two articles for *Century*, "The Treasures of the Yosemite" (August 1890) and "Features of the Proposed Yosemite National

O these vast, calm, measureless mountain days, inciting at once to work and rest. Days in whose light everything seems equally divine, opening a thousand windows to show us God. Nevermore, however weary, should one faint by the way who gains the blessings of one mountain day; whatever his fate, long life, short life, stormy or calm, he is rich forever!



*John Muir with President
Teddy Roosevelt, May 1903,
followed by Archie Leonard
and Charles Lerdig, rangers.*

Park" (September 1890), both of which were influential in publicizing Yosemite, the national park idea, and the Yosemite National Park bill in Congress. On October 1, 1890, the bill became the Yosemite Act, establishing a huge district of 1,512 square miles surrounding the state-held Yosemite Valley, as a national park.

Johnson foresaw the need to protect Yosemite National Park from commercial interests. In 1891, he suggested to several friends, including Muir, the creation of a Yosemite Defense Association. Muir was enthusiastic, recognizing the organization might "be able to do something for wildness and make the mountains glad." With the help of his friends from Stanford University and the University of California, Berkeley, who were independently trying to organize an alpine club, and a few business associates, they came up with the Sierra Club. The club's primary purposes were to "explore, enjoy and render accessible the mountain regions of the Pacific Coast," and "to enlist the support of the people and the government in preserving the forests and other features of the Sierra Nevada Mountains." Muir was their first president. The Club's first environmental challenge was to prevent California Representative Caminetti from passing legislation to reopen parts of Yosemite National Park to the public domain. It was also the Club's first victory.

Muir published his first book, *Mountains of California*, in 1894. He planned that the next book would be on Yosemite only. He felt he needed to do more research, and took the opportunity to visit his beloved Yosemite. He was at first elated to be back, but soon became disillusioned with the state's mismanagement of the Yosemite Valley. It was especially obvious to Muir, given the protection the surrounding Yosemite National Park received from the federal government. He wrote to Johnson

about his impressions: "Only the Yosemite itself in the middle of the grand park is downtrodden, frowsy, and like an abandoned backwoods pasture. It looks ten times worse now than when you saw it seven years ago. Most of the level meadow floor of the Valley is fenced with barbed and unbarbed wire and about three hundred head of horses are turned loose every night to feed and trample the flora out of existence. I have little hope for the Yosemite. As long as the management is in the hands of eight politicians appointed by the ever-changing Governor of California, there is but little hope..."

After his observations, he threw his effort into the fight to give the Yosemite Valley grant back to the federal government. Only after an eight-year battle did this come to pass.

Muir continued visiting Yosemite and his Range of Light. He was Yosemite's most eloquent spokesman as well as a respected writer, naturalist, and scientist. His reputation gave him the opportunity to influence presidents. In 1903, President Theodore Roosevelt personally requested that Muir guide him for four days through Yosemite, writing, "I do not want anyone with me but you, and I want to drop politics absolutely for four days and just be out in the open with you." Muir had already made plans for a trip to Asia with botanist and forester Charles S. Sargent. But Muir wrote Sargent, "An influential man from Washington wants to make a trip into the Sierra with me, and I might be able to do some forest good in freely talking around the campfire." And talk he did; Muir admitted he, "...stuffed him pretty well regarding timber thieves, and the destructive work of lumbermen and other spoilers of forest." Roosevelt had a "bully" time, and Muir's input must have had some influence, for President Roosevelt, by the time he left office, had designated 148 million acres of forest land to be

national forests and parks. Before that, only 46 million acres had been set aside. Muir also had the opportunity to personally guide President William Howard Taft around Yosemite in 1909 during the period of controversy over the damming of the Hetch Hetchy Valley. Although Muir's influence did not appear to be as great as with Roosevelt, Taft did oppose the dam during the remainder of his term.



There are eight members in our family. All are useful members of society—save me. One is a healer of the sick. Another a merchant, and a deacon in good standing. The rest school teachers farmers' wives—all exemplary, stable, anti-revolutionary. Surely, then, thought I, one may be spared for so fine an experiment... I will follow my instincts, be myself for good or ill, and see what will be the upshot. As long as I live, I'll hear waterfalls and birds and winds sing. I'll interpret the rocks, learn the language of flood, storm, and the avalanche. I'll acquaint myself with the glaciers and wild gardens, and get as near the heart of the world as I can.

Yosemite and John Muir have become inseparably associated, but as much as Muir wandered, studied, wrote about, and fought to protect Yosemite, he did not spend the majority of his life there. He spent time raising a family and a successful orchard business in Martinez. He went on five expeditions to Alaska and wrote books on his findings and adventures. His involvement in politics and the Sierra Club kept him in Sacramento and San Francisco, as did his struggle to write effective prose for publication. He traveled the world, visiting Europe, Australia, India, Siberia, Egypt, Japan, and Hawaii as well as Africa and South America. He compared the forests of the world. "Mighty as they are," Muir mused, "none have the majesty of the sequoias." The joy and spiritual fulfillment he found in the beauty and majesty of Yosemite Valley and the Range of Light kept hold of his heart, inspired him, and always brought him back.

Lisa Strong-Aufhauser is a photographer and writer based in Yosemite National Park.



THE RESTORATION OF HETCH HETCHY

A DREAM FOR ALL AMERICANS.

John Muir, the celebrated naturalist whom we remember this month on the 150th anniversary of his birth, devoted much of his life to the care and protection of a valley he called the Grand Canyon of the Tuolumne—Hetch Hetchy Valley.

Only 13 air miles north and west of Yosemite Valley, Hetch Hetchy was Yosemite's sister valley. Somewhat smaller and, perhaps, a little less spectacular, Hetch Hetchy today is buried beneath more than 360,000 acre-feet of water storage for the City and County of San Francisco.

Muir described his beloved valley as, "A grand landscape garden, one of nature's rarest and most precious mountain temples." As in Yosemite, he once wrote, the sublime rocks of its walls seem to glow with life. In his books and essays, Muir spoke of how he had catalogued every square inch of the valley and often found himself gazing at Hetch Hetchy's incredible beauty: "Imagine yourself in Hetch Hetchy on a sunny day in June, standing waist-deep in grass and flowers (as I have stood), while great pines sway dreamily with scarcely perceptible motion."



Construction of the O'Shaughnessy Dam and Hetch Hetchy Reservoir in Yosemite NP sometime between 1915 and 1922. Photographer and date unknown.



Hetch Hetchy Valley before the O'Shaughnessy Dam was completed in 1923.

But, Hetch Hetchy is no more. Around the turn of the century, there was a battle for the use of the valley. It was a prime hydroelectric site, as well as an ideal location for storing water on the Tuolumne River. In 1913, Congress debated and decided the issue when it enacted the Raker Act, which directed San Francisco to "undertake and vigorously prosecute to completion a dam at least two hundred feet high."

Over the next decade, a remarkable engineering feat was accomplished. A giant dam for its day, O'Shaughnessy Dam rose across the mouth of Hetch Hetchy. Finally, in 1923, the dam was done. The valley, streams, rocks and *Hatchachee* grasses from which it took its name became silent as the water of a new reservoir rose above their heads.

For 75 years this dam and reservoir have done their job—so well, in fact, that they were expanded 50 years ago despite the opposition of a former Interior Secretary. And only recently was it proposed to expand the dam again. This time we interceded to stop the expansion. Nevertheless, as long as O'Shaughnessy Dam remains, the temptation also will remain to raise water higher and further into Hetch Hetchy.

The dam is there. It would seem that what is done is done.

Or is it? Do we have to accept the conventional view that we cannot restore an incredible gift to its rightful place in Yosemite Park? Not necessarily.

In the summer of 1987, we made the decision to try to persuade the Congress to permit us to restore another national park—Rocky Mountain National Park. The National Park Service bought three dams that for years had flooded the park's alpine valleys. Owned and operated by the city of Longmont, CO, the dams had supplied water since before Rocky Mountain National Park was established.

As the new owners, we are now in the process of tearing down those dams, and the city of Longmont will be receiving water from another source outside the park.

These three dams occupy valleys that, while potentially beautiful, do not possess the incredible grandeur of Hetch Hetchy. And unlike San Francisco, Longmont was faced with the immediate prospect of having to repair the dams at substantial expense.

So, there are differences between Hetch Hetchy and Rocky Mountain. Some would say, therefore, that what happened in Colorado cannot happen in California. I disagree.



Looking north at Hetch Hetchy Reservoir in Yosemite NP. Tueeulala Falls to the west (left) and Wapama Falls to the east (right). NPS photo.

The restoration of Hetch Hetchy Valley to its natural state may be a dream, but I believe it is our obligation as concerned Americans to discover for ourselves if this idea, this dream, can become a reality. It is for our generation to decide whether this investment should be made for the benefit of future generations.

We should not dismiss out of hand what seems so clearly to be an idea that deserves to be explored. From the very beginning, however, I have set a major precondition for this idea. *That precondition has been that there must be an economically feasible way to replace the water storage and power relied upon by San Francisco and other communities.*

In November of last year, the National Park Service received a draft report prepared by the Bureau of Reclamation. In it, the Bureau surveyed water storage and power replacement options if Hetch Hetchy were drained. Although the report points out that more detailed studies of alternatives are needed, preliminary analysis indicates that several opportunities appear promising.

I recognize the need for further study, but I also am increasingly encouraged that we can and will find a satisfactory replace-

ment for San Francisco's water storage and power. I think it can be done. I am not saying we can guarantee, today, that this idea will succeed. But it is with more confidence than ever that we can say it looks promising.

And if the results are positive, then we can watch the waters of Hetch Hetchy recede, and the rocks, streams and grasses hidden for more than a century gloriously reappear. Then we can debate novel questions like: Do we replant the valley as it was or let it return slowly as nature would have it? Should the dam be wholly removed or a shadow remain as evidence to future generations that there really was a dam there once?

This is our challenge, one in which National Park Service employees play an enormous role. What a thrilling challenge it is when we realize the magnitude of the prize.

I believe it can be done and I encourage you to join in this exciting cause.

Don Hodel is Secretary of the Interior.

JOHN MUIR

DOWN UNDER

Mile for mile, New Zealand is the most beautiful country on earth. What about the U.S. of A.? Well now, buckaroos, our country has some mighty pretty parts, but you'll have to admit we have a lot of country that only a dedicated ecologist could love.

About the only thing in New Zealand that is not beautiful is the name of the country. Zealand was a stretch of coast in Holland, native land of Abel Tasman, discoverer of the place. Now Holland is flat as a flapjack and this new country didn't look a bit like Holland, but that's beside the point. Like most 17th century explorers, Abel Tasman was also in the real estate business. It wouldn't do to tell prospective customers the truth—that the place looked like Norway and the woods were full of fierce polynesian Vikings called Maoris who weren't a bit afraid of guns or white men.

The original name of the country was Aotearoa—Land of the Long White Cloud, which certainly beats New Zealand—bestowed upon it by the first settlers, the people who became the Maoris, who arrived around the tenth century AD from around Tahiti in a flotilla of huge canoes (like the other "Mayflower" crowd, most Maoris can trace their ancestry back to a particular canoe). With the exception of causing the world's largest bird, the Moa, to become extinct (tall as a lamppost and just as dumb, it was a tempting target!), the Maoris were a low-impact culture. They were oriented toward sea and forest goods because there were no land animals (a "deficiency" that the white man corrected with a vengeance).

New Zealand is the youngest of the English speaking countries, dating from the treaty of Waitangi in 1840 that informed the Maoris the British were here to stay. It was (and is) unique, being a more or less planned settlement. The British knew what they wanted—Britain without the mistakes—so the real estate folks rounded up God-fearing, lower middle class English tradespeople of the no-nonsense sort, and shipped them off to the end of the earth.

Unlike the U.S. and Australia, which had a high proportion of convicts and brigands among the first settlers, the English settlers were a rather moral lot. Although they pulled the two-knives-and-a-blanket-for-all-your-land routine as we did on the American Indians, there were other whites who insisted on a fair deal for Maoris. Fortunately, for New Zealand, the two races have gotten along reasonably well and much of Maori culture has been preserved. This was fortunate for the environment as the Maori had a great, poetic love for the land. A Maori chief suggested—and donated—the world's second oldest



Kauri tree. Photo courtesy of the New Zealand Embassy.

national park, Tongariro, a group of three magnificent, active volcanoes, in the 1880s.

The rest of the world began to see that, indeed, New Zealand was one of the great wonders of the world. With geysers, glaciers, volcanoes, Norwegian-style fjords, and wild rivers—just about everything except a coral reef—it made a nice, handy package about the size of California.

Thomas Cook began taking his famous tours.



Mount Cook in glacial splendor. Photo courtesy of the New Zealand Embassy.

In 1903 and 1904, the great American naturalist and parks man, John Muir, visited the Southern Hemisphere. He had heard that trees taller than the tallest Redwoods could be found down under as well as geysers bigger than anything in Yellowstone. He had to check this out.

Muir saw Tongariro National Park from his train window, and described the summit clouds as "sky furniture." He paid a sad, elegiac visit to the last of the great kauri forests, trees found only in New Zealand and rivaling the giant sequoias in both size and age. Unlike the sequoias, the kauris made the mistake of producing some of the most beautiful, useful wood in the world. Muir bid his kauri friends a sad goodbye as he listened to the thud of axes. Fortunately, a few, a very few, groves have been set aside.

Muir dutifully visited another world class wonder, the Aratiatia Rapids on the Waikato River, near Lake Taupo and was reasonably impressed. I visited the rapid myself and must admit it was the damnest thing I have ever seen: I asked directions to the rapids at the Taupo chamber of commerce and was told that they would turn the rapids on at eleven o'clock! It seems that since John Muir's time, a hydro dam has been built above the rapids. An outcry from preservationists allowed a compromise to be reached: for the benefit of tourists and nature lovers, the flood gates of the dam are opened for half an hour, in the morning and afternoon! (There now! Don't you feel better!) Some good did come of it, however. The Aratiatia Rapids case was sort of the Hetch-Hetchy of New Zealand and helped make New Zealand environmentalism world-class.

Muir paid his respects to the glaciers of the Mount Cook region, although that mountain, New Zealand's highest at 3,764 meters, was hiding in a cloud bank the day of Muir's visit.

The "geyser bigger than anything in Yellowstone" that Muir

had heard about was Waimangu (Blackwater) on the North Island. For once, tourist hyperbole proved correct. Waimangu was bigger than anything in Yellowstone. An explosive geyser of awesome proportions, in full eruption, it would send a column of black water about the height and diameter of the Empire State Building thundering into the sky! Often it would do this twice a day, but was periodic enough to permit two fools to row a boat up to the middle of the boiling cauldron and take soundings (four tourists were boiled alive when they got too close to an eruption). Waimangu existed from 1900 to 1904. Nothing like it has occurred since.

Did Muir get a chance to see it? Well, buckaroos, it was a case of "you should have been here an hour ago!" Muir's journals did not admit to seeing Waimangu. And he stated that New Zealand's geysers do not compare with Yellowstone. I checked with the geology department at Auckland University—on the day John Muir's stage coach tour arrived at the cauldron, it arrived between the morning and afternoon eruptions (both quite high, according to meticulous records). Like modern bus tourists, poor Mr. Muir was locked into a tight schedule of additional wonders to check off, and thus missed seeing the greatest geyser in recorded history.

But what about John Muir's search for a tree taller than the tallest Redwoods? Well, buckaroos, that's a whole 'nother story!

P. J. Ryan, formerly historian at John Muir NHS, took a sabbatical to retrace the steps of John Muir through Africa, Australia, New Zealand, and South America. He is writing a book on the lands that Muir visited. He also is unit manager of the French Quarter Unit of Jean Lafitte NHP and writer/editor of the newsletter THUNDERBEAR.

FOUNTAIN LAKE HOMESITE, BOYHOOD HOME OF JOHN MUIR

While not exactly constituting a step back into time, a visit to the original American home of John Muir would provide the visitor with a scene very similar to that first viewed by Muir at the age of eleven. Although farming practices have changed dramatically, the character of this south-central Wisconsin landscape is still accentuated by the small family farm, streams, ponds, and lowland wildlife as it was when the Muir family emigrated to Wisconsin from their native Scotland in 1849.

The original Muir "home 80" grew to 160 acres six years after the settlement of the family in Marquette County. Within a few more years, the sandy soils had been depleted of their vital nutrients, and the family relocated to another farm nearby. But it is the original homestead that should most intrigue us in the National Park Service. In Muir's book, *The Story of My Boyhood and Youth*, he describes images and impressions of the area that remained with him throughout his life. Indeed the book was written in 1913, only one year prior to his death. It was here, at what is known now as the Fountain Lake Homesite, that John Muir began to develop his philosophy of conservation and to understand that "everything is hitched to everything else." Fountain Lake and its shorelines were Muir's first outdoor laboratories. He found time to get away from rigorous chores and strict parenting in order to spend enjoyable moments observing and learning nature's interrelationships, the existence of which later became the cornerstone of his development into America's foremost conservationist and naturalist.

In fact John Muir felt such an attachment to this piece of land that, in 1865, he attempted to purchase the "home 80" from his brother who refused to part with it. As Aldo Leopold states in his book, *A Sand Country Almanac*, Muir wanted the property in order to provide "a sanctuary for the wildflowers that had gladdened his heart." As such, says Leopold, "1865 still stands in Wisconsin history as the birth year of mercy for things natural, wild, and free."

Midwest Deputy Regional Director Bill Schenk, Wisconsin State Coordinator Pat Miller, and I had the opportunity to visit the Fountain Lake Homesite in January. Although a more modern house now sits on the site of the original Muir home, virtually all else is unchanged insofar as the "home 80" is concerned. All of the land is in public ownership except for approximately 17 acres that is the property of Erik Brynildson, a

University of Wisconsin landscape architect and John Muir aficionado. His land, which includes the original homesite, is being restored to the native prairie that existed at the time of the arrival of the Muir family. About 180 acres is owned by Marquette County and includes a portion of the Muir farm as well as encompassing all of Fountain Lake.

The county property is operated as John Muir Memorial Park. With the exception of two pit toilets and a baseball backstop, the park is undeveloped. Although Marquette County officials lament the fact that the county has been unable to develop the park further, we viewed the matter as a blessing in disguise, since it means that the area is virtually unchanged from Muir's time. John Muir's own drawings, as well as old photographs and oral histories, document the similarities.

Whether or not commemoration of this site or its addition to the system comes to pass, it is important to note and credit the interest of Marquette County citizens in one of its most famous sons. Though conservative, somewhat economically depressed, and wary of government, the people understand the importance of John Muir's life and work, and are willing to work as true partners in the development of a suitable memorial.

Such interest was demonstrated on January 19, when the Marquette County Board passed a resolution requesting the Wisconsin Congressional delegation to involve the National Park Service in a study to determine the significance of the Fountain Lake Homesite and alternative means of protecting and managing the area. It seems fitting that in this 150th anniversary of his birth, the National Park Service should be called to be of assistance in preserving and protecting the original American home of John Muir.

Al Hutchings is Chief, External Affairs, for the Midwest Regional Office. His division takes care of NPS business outside park boundaries.



Favorite Wildflowers in John Muir's Meadow

White Showy Lace Orchid
Turk's-Cap Lily
Osmunda Fern
Lobelia
Butterfly Weed
Cardinal Flower
Little Bluestem Grass
Big Bluestem Grass
Indian Grass
Virginia Bluebell
Trillium
Mayapple
White and Purple Prairie Clover
Pasque Flower
Bloodroot
Hepatica
Spring Beauty

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"SHARE THE LEGACY"

INSTITUTIONAL IDENTITY OF THE NATIONAL PARK SERVICE— CAN WE DO BETTER?

BY BILL WADE

Why do people regularly think we are working in "forests?" Why don't visitors to some units recognize that they are in areas administered by the National Park Service? After all, recent polls reveal that the NPS is the most admired of all federal agencies. Could it be that we don't exploit our "institutional identity" as much as we should? Even with all the emphasis on marketing the parks, are there still things we aren't doing that would help "identify" us to our customers? What is "institutional identity," anyway?

Institutional identity is more than just a title, a logo, or publicity, although these components are important. Institutional identity involves how people, outside and inside the organization, feel about it.

Clemson University has it. Visiting the community of Clemson, you immediately realize that a lot of things in town are orange. Huge orange tiger paws painted on the highway lead you onto the campus. The U.S. Marine Corps has it. How many cars do you see driving around with the Marine Corps emblem decal on a window? Ex-marines aren't really ex-; they are just not active. Indeed, some have been zealous enough to have a glass eye made with the Corps emblem in place of the pupil.

These examples illustrate several components of institutional identity; customer awareness and advocacy; devotion and enthusiasm for fellow members as well as for the organization (esprit de corps); employee understanding and commitment (resoluteness) to the common purposes (the vision) of the organization. The National Park Service doesn't exhibit as much of these qualities as it could—or should.

In his address (see October *Courier*) to the New York Urban Superintendents' Conference, Dr. Alan K. Hogenauer observed that, "on the whole, NPS consumer awareness is a disgrace...and if awareness of the units themselves is dismal, what about the rich diversity of resources within the units?"

According to Hogenauer, NPS goals should not focus on getting more people to the parks. Rather, it should be directed at increasing awareness, so that visits are better distributed and higher in quality. Also, through better "marketing," he suggests, the Service can increase citizen understanding and advocacy for the NPS mission.

He further suggests focusing on the NPS arrowhead as a familiar symbol, in advertising and signage: "The arrowhead should appear at every interstate exit closest to every NPS unit, next to the unit name and the linkage mileage." For instance, as you travel around the Baltimore Beltway, you see the familiar white-on-brown sign for Hampton Mansion, with absolutely no indication that the site is administered by the Park Service.

Hogenauer's comments on the use of the arrowhead caused me to consider just how much we don't use it. Why don't we

have it on our stationery? Many of our own signs and exhibits don't include it. People who belong to service organizations (such as the rotary club), nonprofit organizations, corporations, and even some government agencies often wear a lapel pin depicting their logo. All we have is our tie-tac (which some substitute, but it's a bit large). How many times have you encountered someone with a lapel pin that served as a conversation starter?

Another aspect of institutional identity has to do with its internal effects. Most of the efforts of the U.S. Marine Corps to build institutional identity are focused internally. Not much, except the occasional "We're looking for a few good men..." commercials, is expressed through advertising. Their marketing is internal. I haven't seen any recent statistics, but I'll bet that most young people who choose to enter the Marine Corps do so because someone in their family or a close acquaintance was, or is, a Marine.

This kind of institutional identity is built through efforts that emphasize the organization's mission, purpose, values, roots, and traditions in short, its heritage, ingrained in members through a strong orientation program. But efforts don't stop there. This organizational heritage is reinforced by, and reinforces, nearly everything the organization does. A relationship develops through the organization's objectives, its public relations (in the broadest internal and external contexts), and, most importantly, in all aspects of its employee development activities.

Our weaknesses in this last aspect of institutional identity may account for some of our current "ills." We are being reminded constantly that our organization is suffering from low morale ("an anxiety problem," as former Director Dickenson called it); many say NPS employees are not as motivated as they have been in the past.

We are doing much less training in the "history and mission" stuff, even for the newer rangers, than we used to. And there are large segments of the work force that don't get any exposure to these topics unless they have the personal interest and initiative to acquire it on their own.

There has been an ongoing debate about the relative merits of the current version of the "Ranger Skills" course and the old "Introduction to NPS Operations" (INPSO) course (in its varying versions), with a smattering of the "Orientation to NPS Operations" (ONPSO) course thrown in. The fact is that none of these versions has satisfied, or is satisfying, the real need for comprehensive organizational heritage knowledge. The old INPSO, even with its token representation of maintenance, administrative and professional employees, was only superficial in its attempts to instill institutional identity in its participants. The current ONPSO does a fair job of addressing the rudiments of the subject, but, because it is left largely to the regions to coordinate, it reaches a disappointingly small number of new employees. The current Ranger Skills course mostly addresses skills, not concepts. Its attendance is limited to rangers.

As a result, a large segment of the NPS work force has sketchy knowledge about its heritage. Fewer and fewer NPS employees can articulate the Service's roots and origins, relative to America's early history and attitudes concerning the country's natural resources and the concept of parks. Few can describe how the organization's traditions were established and how they have changed, or who the key players were in the development of these traditions. Only a handful of employees can outline the events and legislation that have changed the Service's organization and challenged its role and mission over the years.

Current theorists suggest that today's workers are not motivated by traditional motivators, e.g. employee benefits. Instead, employees tend to put forth greater and more effective effort if they understand the organization's purpose and feel they have had some input. When workers really understand and believe in the mission of the organization; when their personal values are closely aligned with their understanding of the organization's values; when they understand how those values evolved and how traditions fit in the overall scheme of things, they are much more satisfied with their roles and more productive in the organization.

Armed with a strong sense of mission, values and traditions, workers can and will operate more interdependently within the organization's goal structure. They are empowered to work more independently, knowing that their work is contributing to a purpose they understand and support. Pride is a major by-product. In addition, such employees tend to be much more effective in dealing with its customers.

All this suggests that the Park Service should do a better job of enhancing its institutional identity. The benefits certainly outweigh the disadvantages. The responsibility for carrying this out rests on us all, but in particular on those of us in management and supervisory positions.

We've got all the ingredients. We have the "ideal" mission. Most of us have attractive, interesting environments to work in. Our customers are truly supportive. So it's a matter of committing ourselves, as a Service, to enhancing our institutional identity.

Why not? I'm tired of explaining that I'm really not a Forest Ranger, and what the difference is.

Bill Wade, formerly superintendent of Mather Training Center at Harpers Ferry, WV, joins Shenandoah NP as its new superintendent. He is a second generation Park Service employee, having spent his youth in Mesa Verde where his father was the chief ranger for many years. Perhaps as a result, he feels strongly about what the Service stands for. His article reflects his opinion, and is presented to provoke further thought and discussion on the topic. It in no way represents the official position of the NPS Employee Development Division. Responses to Bill Wade's commentary should be addressed to the Courier.

PARK BRIEFS



The National Park Service is going international once again. Development of a cultural park at the Taj Mahal leads a series of projects between NPS and the Government of India in planning for protection and related tourism of major Indian heritage sites. The two countries will cooperate in the development of training programs related to visitor services and the interpretation of India's natural and cultural sites. The sensitive treatment and management of major cultural properties through planning and design of visitor facilities and the development of visitor information programs

are intended to enhance visitors' appreciation and understanding of major Indian cultural heritage sites that include a cultural park of approximately 2,000 acres to surround the Taj Mahal and two nearby related sites, the 1566 Agra Fort and the foundations of the unbuilt "Black Taj."

The Taj Mahal is a 17th-century mausoleum for Shah Jahan and his favorite wife, Arjumand Banu Begum, who died in 1631 while giving birth to her 14th child. Her title, Mumtaz Mahal, meaning "Chosen of the Palace," gave the building its name.

Nancy Marcey

Pete Anderson, president of the National Tour Association (NTA), presented a check for \$50,000 from NTA's Foundation to Secretary Hodel on January 27 in Washington, DC. The money will be used to restore the Black Maria, the world's first motion picture studio, at Edison NHS. Work will be completed and new interpretive programs in place for the 100th anniversary of Edison's invention of the motion picture camera in 1989. The National Tour Foundation was made aware of the site's many needs

for restoration assistance when the National Park System Advisory Board considered a report on the subject last year. Hal Mischnick, a tour operator from North Dakota, was a member of the Advisory Board. He began the process that resulted in the award of a gift by the foundation this year. Earl Harmon of Harmon Tours in Boise, ID, presently represents the travel industry on the National Park System Advisory Board.

Priscilla Baker

The National Park Academy of the Arts, in cooperation with the National Park Foundation, is sponsoring the second annual Arts for the Parks competition. Artists may vie for the \$100,000 first prize by submitting an original painting depict-

ing a scene from one of America's more than 300 national parks. The deadline for 1988 submissions is June 30. Complete contest rules may be obtained from Arts for the Parks, South Park Service Center, P.O. Box 1, Jackson Hole, WY 83001.

Representatives from the Fort Union Trading Post reconstruction project mingled with royalty in mid-town Manhattan recently, at an affair hosted by the Waldorf-Astoria Hotel. Nearly fifty Astors, Vanderbilts, Drexels, and corporate heads listened to Director Mott and Lord John Jacob Astor VIII discuss the fur trade significance of Fort Union, and

the challenging development work presently underway at that site in North Dakota. The total cost of 3.6 million will be met in part by contributions from local and national philanthropic sources, with Lord Astor, a direct descendant of the founder and first owner of the fort, heading the national effort. Project completion is set for 1989.

With six new Class A fire engines, Lake Mead NRA has acquired state-of-the-art structural fire control equipment. The debut of this equipment was marked by six cascading rainbows of water arcing over the lake as the 1,000-gallons-per-minute monitors atop each new engine performed flawlessly during this initial test. In addition, the fire control program has been made more effective through increased skills training. Most

fire brigade personnel meet or exceed National Fire Protection Association Firefighter II standards. Emergency medical services have been upgraded so that most field rangers meet National Registry requirements. On-site emergency medical training has included maintenance personnel as well as concession employees, all with the goal of providing first-class emergency medical care to the public.

Every year the Heard Museum, in cooperation with the Arizona Archaeological Society, sponsors a three-evening class that introduces the public to the archeology of Arizona. The Society invites a variety of guest speakers. This year, Casa Grande NM ranger John Andresen addressed the group. Although his specialty is the archeology of Hohokam culture in southern Arizona, he presented an overview of Ari-

zona's archeological areas protected by the National Park Service. His presentation included tips on what to see and do as well as comments on the mission of the Service and its principles of cultural resource management. Andresen has been invited to participate in next year's Heard Museum class, and it is hoped that relationships such as this between the Service and Arizona organizations will continue to grow.

How can the NPS provide diverse opportunities for camping while protecting a park's natural and cultural resources? How can we prevent campsites from becoming revegetated, deforested, eroded, and otherwise made unsuitable for camping except after expensive rehabilitation? To provide answers to these eternal questions, a campsite management and construction workshop was held at Voyageurs NP, a cooperative effort between Voyageurs' maintenance and resource management divisions and Midwest Region's Associate Regional Director John Kawamoto.

Key elements of the workshop focused on resource management and maintenance's role in the development and implementation of campsite programs; planning and executing campsite rehabilitation, construction and maintenance programs; working with volunteer groups; and the application of hands-on construction techniques to fulfill resource protection and maintenance goals for campsites in a variety of NPS units. Resource managers described the evolution of Voyageurs' campsite program. Using an ecological approach to problem solving, they showed how seemingly insignificant and unrelated actions at a campsite can dramatically affect a site's natural and cul-

tural resources and the quality of visitor experiences. They also described campsite monitoring and evaluation techniques; the need to concentrate use on resistant sites to minimize resource impacts; and various strategies for managing visitor use and site impacts.

Voyageurs' campsite management plan does not contain detailed construction or rehabilitation drawings that fit each campsite. The preparation of such site specific drawings prior to construction or rehabilitation is done by the park's resource management group.

Jim Benedict, Steve Maass, Leigh Evans

When park ranger Crystal Avey blundered into a hole in the four-inch-thick ice of the training area, her cries for help were answered, and she was effectively rescued from the 38 degree water several times. This was all part of a course on ice rescue techniques offered at Bighorn Canyon NRA as a result of the increased popularity of winter recreation activities and the staff's need to be prepared for all situations. Under the watchful eye of Doug Germeraad, rangers, interpreters, and maintenance personnel participated in the session.



"It's not just a mountain, it's a volcano and we want people to know that. That's why the name was changed to Capulin Volcano National Monument," Southwest Regional Director John Cook announced, referring to legislation signed by President Reagan that changed the name of the site.

Volcanic activity worldwide, including the eruption of Mount St. Helens in 1980,

contributed to interest in volcanoes. However, few people recognized that Capulin Mountain was a volcano because of its name. "We think the name change will increase visitation to Capulin Volcano National Monument," said Cook, "and we have a great many people to thank for bringing about the change."

Cecilia Matic

More than 1,700 children aged five to thirteen took part in Richmond NBP's innovative, educational, and entertaining "E.A.R.T.H." (Environmental Activities Related to History) program this past summer. E.A.R.T.H. gives city street kids an organized day in the park devoted to nature and history study. "The name of the game is to keep the kids active," says program originator Patrice Ferrell. "We have them doing different things from 10 a.m. when they get here to 2:30 p.m. when they leave." To spark youngsters' interest, for example, they go on a scavenger hunt to find treasure. Their last clue—to find an arrowhead bigger than themselves—leads them to the oversized arrowhead that serves as a sign for the Fort Harrison



visitor center. Often, they peer around it, even try to find a hidden compartment in their search for the treasure, until a short talk by an interpreter convinces them that they indeed have found a treasure and that the treasure is the battlefield park itself.



Seasonal interpreters Bob Schuster and David Casteel teamed up at Glacier NP to help visitors celebrate the accomplishments of George Bird Grinnell with a centennial hike to Grinnell Glacier. Casteel, a seasoned interpreter of 22 summers, portrayed the historic gentleman in black suit, brown tweed hat, L.L. Bean rubber hunting boots, and wood-framed pack board. A man behind the scenes, Grinnell was a Yale-educated paleontologist, explorer, ethnologist and publisher. In 1870, he accompanied the first scientific expedition west of the Mississippi River and was the first trained naturalist to describe the wonders of Yellowstone Park. Grinnell founded the Audubon Society in 1886, and was instrumental in the establishment of Glacier NP in 1910. Although Grinnell and his party celebrated the discovery of Grinnell Glacier by shooting a bighorn ram, the meal of the day at the end of the centennial hike was a Many Glacier Valley employee potluck.

Kathy Ahlenslager

In conjunction with Program Design Associates of San Antonio, TX, the staff of Lyndon B. Johnson NHP began planning last February to rejuvenate interpretation and visitor services, with particular emphasis on the Johnson Settlement area. After many meetings with private sector planners, marketing

specialists, and others, the process culminated in a September meeting with regional and community leaders. The most important item that surfaced was the need for a group to promote the resources of the home region of the 36th president of the United States. This group was formed in November 1987. The name chosen

was the LBJ Heartland Council. The council, in partnership with Lyndon B. Johnson NHP, is about to embark on an ambitious program to both promote and preserve the cultural and natural resources of the Texas Hill Country so loved and often referred to by President and Mrs. Lady Bird Johnson.

Springfield Armory Sclains many innovations in manufacturing technology. It also was quick to adopt advances in industrial production made by others. Beginning in the early 19th century, the presence of the Armory attracted a cadre of skilled workers to the Connecticut Valley. This helped make this part of New England a center of the machine-tool industry. So, Springfield Armory NHS, as a successor to the old Armory, could hardly refuse a call for help from the modern machine-tool industry. Early in 1987 plans developed for a major exhibition highlighting the surprising strength of the industry despite the publicized departure of several large firms.

The organizers of the exhibition came to Springfield Armory NHS in order to add an historical dimension to what came to be called the Eastern Manufacturing Technology Show. Closing the Armory museum for renovation after Labor Day created an unexpected opportunity to comply. The staff was able to create a traveling exhibit dealing with changes in manufacturing technology. Rich Harkins, a part-time machinist at the museum and a teacher at adjacent Springfield Technical Community College, contributed a slide program on manufacturing processes and buildings at the Armory. In a real coup, the staff also borrowed and brought down four old machines from the American Precision Museum in Windsor,

VT. These examples of mid-19th century craftsmanship provided a striking contrast to the state-of-the-art wares displayed at the show.

The show, held from November 10 through 12, proved to be more popular than even its promoters had hoped. Total attendance exceeded 12,000 most of whom passed through the historical exhibit. The show provided an opportunity not only to renew an historical connection, but also to keep the Armory's name before the public despite the closing of the museum and to reach a new but potentially supportive audience.

Larry Lowenthal

For the third year, Rangers at Pt. Reyes NS are using an unusual method for controlling vehicle traffic during the migration of the California gray whale. The annual migration from Alaska to Baja, CA, and back attracted more than 118,000 visitors last year. Problems inherent to growing numbers of visitors caused park staff to devise a solution similar to that used in bakeries and delicatessans. Visitors take a number and wait to be "served." Those driving to the lighthouse are diverted to a large beach area where they receive a number and wait. As space to park becomes available at the lighthouse,



numbers are displayed on a large electronic board, and the visitor holding that number is allowed to proceed. In this way rangers can regulate traffic

flow while visitors spend their waiting time pleasantly at a beach. Both sides benefit.

Chuck Young

NEWS

J. William Wade, superintendent of the Stephen T. Mather Employee Development Center at Harpers Ferry, WV, has been selected superintendent of Shenandoah NP in Virginia. Wade replaces Ronald Wrye, recently appointed deputy regional director of the National Capital Region in Washington, DC. Serving at Mather since 1985, Wade developed an improved system of identifying and tracking the training courses employees need to advance in the Service, a system that went into effect this year. A native of Mesa Verde, CO, he is the son of Jack Wade who, for many years, was the chief ranger at Mesa Verde NP. Wade is a graduate of Fort Lewis College in Durango, CO, with a BA in business administration and biological sciences. Bill is a life member of E&AA.

Rory Westburg traded one Washington office for another when he was named Associate Regional Director, Administration, for the Pacific Northwest Region. Previously he served in the WASO Budget Division as a budget analyst, then as Chief of Budget Formulation, and, briefly, as division chief.

Mike Tollefson recently returned to the Pacific Northwest as Associate Regional Director for Operations. A native of Seattle, Mike graduated from the University of Washington, and reports "...it's great to be back in my home state."

Diane Cooper recently joined the Pacific Northwest Regional Office as an employee development specialist. She came to NPS in 1983 as regional training officer for the Rocky Mountain Regional Office. About her move she says, "Living in the Rockies was great, but I'm pleased to be returning to the west coast."



William R. Supernaugh, the Mid-Atlantic Region's chief of resource protection and visitor management, has been appointed as the NPS representative at the Federal Law Enforcement Training Center at Glynco, GA. He will guide the training of national park rangers at this combined federal law enforcement facility. Bill is also a second generation NPS employee and a member of E&AA. His mother, Anne, resides in Green Valley, AZ.

Heather Ackerman, daughter of Cape Cod NS Chief of Interpretation Frank Ackerman, recently left home for Congress. A Nauset High School junior, she will serve as one of 65 pages to the House of Representatives during the spring session of Congress. Heather began the application process last March, which meant, among other requirements, answering an essay question about why she wanted to become a page. "My father is employed by the Department of the Interior as a park ranger," she explained, "so I have a feel for that particular aspect of government. People tend to see our government as a nameless, faceless force that controls all of our lives. I hope my experiences will serve to humanize the government under which I live." Continued Ackerman, "Because I spent my early childhood in sparsely

populated and often remote areas (near Death Valley, CA), I had very few friends about my age. Growing up among adults encouraged maturity and responsibility at an early age." She listed interest in the environment and a desire to participate in the governmental process as her reasons for entering the program.

Jim Brady, a 26-year veteran of the National Park Service, has joined Grand Teton NP as the new assistant superintendent. He comes to the park from Zion NP where he served four years as assistant superintendent. Brady also has worked at Yellowstone NP, Yosemite NP, and the Mid-Atlantic Regional Office.

The early days of February found **Linda Mazzu** on the road, with cat Aviar and sundry impedimenta, from California to Washington, DC, where she had accepted a position as outdoor recreation planner with WASO's Recreation Resources Assistance Division. Linda helps the division staff with statistical and ADP aspects of their work. Data-crunching chores related to the National Trails System, the National System of Wild, Scenic and Recreational Rivers, and various research and survey projects were stacked high on her desk when she arrived. As part of her previous assignment at Sequoia and Kings Canyon NPs, Mazzu completed training that qualified her to assist in the immobilization and removal of misbehaving black bears. The Recreation Resources Assistance Division staff was relieved to learn that, henceforth, any visiting black bears will have to observe acceptable standards of office decorum.

Attention All Parks

May 8-14 is National Historic Preservation Week. Let's celebrate it.

AWARDS

Superintendent John Hutzky of the Upper Delaware Scenic & Recreational River presented **Sandra Speers**, Chief of Planning and Support Services, and **Chief Ranger Glen Voss** with a "Special Act" award for their performance in coordinating the successful reopening ceremony of the historic Roebling Bridge. Speers and her staff worked cooperatively with local townships, organizations, and interested citizens to plan the ceremonies. Voss directed his staff in coordination with local and state law enforcement agencies to provide parking, direct traffic and operate a communications center for emergencies.

Ann Bell, south district interpreter for New River Gorge NR, has the distinction of being the first woman member of the Rotary Club in West Virginia. Ann, who has spent a great deal of effort in establishing excellent community relations in her district, was asked by Rotary Club members of Hinton to be their first woman member, a testimony to the success she has had in building respect for herself and the National Park Service in the community. Ann previously received two NPS awards for her work, but she finds her most recent distinction to be the most rewarding, verifying as it does the success of her commitment to create a positive working relationship with New River neighbors.

Darwina L. Neal, FASLA, a senior landscape architect with the Park Service in Washington, received the 1987 President's Medal of the American Society of Landscape Architects. Neal has played a significant role in coordinating the landscape architectural development of the White House grounds, the Mall, Pennsylvania Avenue parks, the Vietnam Veterans Memorial, and Camp David. She also coordinated the design and construction of the Lyndon Baines Johnson Memorial Grove.

Fire Island NS Superintendent Noel Pacht recently presented a Department of the Interior Exemplary Act Award to volunteer **Jared Cumming**. Working at the Seashore's Watch Hill facility last summer, Jared was on his way to the Great South Bay to gather material for an interpretive program when he heard cries for help. They came from a retarded adult who had waded some distance out into the bay, then slipped into the deep boat channel, where he was in danger of drowning. First sending a nearby visitor to summon rangers in case his attempt failed, Jared swam out to the victim, pulling him back into shallow water. Currently a senior at Bellport High School, Jared is a veteran of three years of volunteer service with the Seashore, and hopes to be hired as a seasonal ranger after he reaches eighteen.

Barbara Wilcox, wife of Herbert Hoover NHS historian Bill Wilcox, has been receiving recognition for her fundraising efforts to purchase video equipment for West Branch, IA. She also has organized volunteer crews to tape local events (among them, park activities) for later showings on public access community cable TV. Her efforts emerged out of a desire to improve communications for the town. Besides being recognized in a regional paper, she also has received enthusiastic support from Herbert Hoover Superintendent Mac Berg, who remarked that her program "provides a quick and effective means of informing park neighbors about events and activities taking place in their park. The public access cable TV program also lets people who are physically unable to attend activities enjoy them in their own homes. Both the community and the park benefit."

October 21 began like most other days for 17-year-old **Andrea Meanor**. She attended classes in Green Mountain High School, Lakewood, CO, then joined friends watching the state quarterfinal soccer

match. As she was leaving the game, she heard a call for help coming from the dark parking lot. A young mother had panicked when her four-year son stopped breathing for no apparent reason. Andrea rushed over to the child not really knowing if there was anything she could do. She began to perform CPR and revived the boy. Soon after, paramedics came and relieved her. Had it not been for her quick action, the boy might not have survived. Andrea is employed under the stay-in-school program as a clerk-typist in the personnel office of the Rocky Mountain Regional Office. Her supervisors and co-workers are proud of her fast and capable response to a potentially fatal situation.

RETIREMENTS



Elizabeth Disrude retired in February after 25 years with the National Park Service. At Perry's Victory and International Peace Memorial, she climbed the career ladder, starting as a GS-2 clerk typist juggling motherhood, substitute teaching and her job at the park. She rose to GS-9 administrative officer, then obtained lateral reassignment as a park manager during a reorganization of the area that allowed for a general superintendent of three small Ohio parks. In 1975, she transferred to Pennsylvania as superintendent of Hopewell Furnace NHS. Her retirement address is 624 Leininger Avenue, Moughton, PA 19540.

DEATHS

Martha T. Jett, wife of T. Sutton Jett, died January 16. She is survived by her husband, two daughters, five grandchildren, and two sisters. Memorial donations in her memory may be made to the Education Trust Fund, E&AA, P.O. Box 1490, Falls Church, VA 22041. Her husband resides at 15211 Elkridge Way, 1-A, Silver Spring, MD 20906, and is a life member of E&AA.

William Wallace Luckett, 82, died January 8. He retired as superintendent of Cumberland Gap NHP in 1965 after more than 30 years with the National Park Service. His career began at Shiloh NMP in October 1938. It took him to Ocmulgee NM, Salem Maritime NHS, Fort Pulaski NM, Fort Sumter NM and finally Cumberland Gap. He is survived by a brother, a sister, and several nieces and nephews. Donations in his memory may be made to the American Heart Association.

Delmar M. (Del) Armstrong passed away November 7. He retired from the Park Service after a stellar 32-year career, during which he held positions at Mount Rainier, Yosemite, Zion, and Olympic NPs as ranger, biologist, and chief ranger. He retired November 4, 1972, as the deputy regional chief scientist for the Pacific Northwest. He is survived by his wife, Donna, of 13923 409th Avenue SE, North Bend, WA 98045, by two sons, and four grandchildren. Donations in his memory may be made to the Education Trust Fund, E&AA, P.O. Box 1490, Falls Church, VA 22041.

Boyd N. Larsen, 79, died June 9, 1987, in Arlington, VA, of a heart ailment. He began his government career as a finance and supply officer at Yellowstone NP in 1935,

transferring to the old Grazing Service (later the Bureau of Land Management). From 1942 to 1944, Larsen served as finance officer for the Heart Mountain Japanese Relocation Center in Wyoming, then moved to Washington as a civilian financial officer for the Department of the Army. He is survived by his wife, Verda McLean Larsen, two sons, three daughters, 14 grandchildren, and one great-grandchild. [E&AA contacted Verda Larsen to ask if she remembered the Park Service greats who had served in Yellowstone when her family lived there. She and her husband knew of the employees mentioned, plus a few more. She would enjoy talking or corresponding with anyone interested in the early days of the park. Her address is 2907 26th St., Arlington, VA 22206 (phone: 703/524-8896).]

John W. Bingaman, 91, one of the last of the early Yosemite rangers, died April 5, 1987, in Stockton, CA. Shirley Sargent, Yosemite historian, wrote of John, "He was a straight arrow physically and in his work which he regarded seriously" ("Yosemite Heroes" in Yosemite Sentinel, June 1987). John Bingaman wore the uniform with spit-and-polish perfection and saw to it that no ranger who worked for him was sloppily dressed or unshaven. The principles of park protection and visitor service he learned directly from Stephen Mather, Horace Albright and Superintendent W. B. Lewis. No one who ever met John Bingaman—and that included thousands of private citizens as well as Eleanor and Franklin Roosevelt—could be unaware of the pride he took in his role as guardian of Yosemite NP.

Born June 18, 1896, on an Ohio farm, John attended school and worked at farm chores until he was 18. Two years later he came to Stockton and shortly married his first wife, Martha. In 1918 they moved to Yosemite where John acted as guide and packer for the Yosemite Park Co. stables. His fine bearing, initiative and evident skill with both animals and visitors drew the attention of Chief Ranger Forrest Towns-

ley, who was then building a ranger force. John started as a ranger in 1921. He later commented that in that year there were 10 permanents and 25 "ninety-day-wonders."

When he became a district ranger in 1937 after 16 years as a "buck ranger" (a normal period in the pre-WWII years), John was highly qualified to train newer men. His invariable habit when his men reported for duty each morning was to issue each a written list of chores for the day. The list was too long for completion because, John said, "I don't want you out there in mid-afternoon with nothing to do." There was a similar list for a week's horse patrol; he knew exactly what could be accomplished in the time allotted, in any district. Highly respected by all who worked for him, he was esteemed equally by his superiors, who assigned him to outlying districts according to where his firm hand was needed most.

In 1956 the Bingamans retired to Palm Springs where they spent the winters, returning to Yosemite in the summers. There John researched and wrote his three small books: "Guardians of the Yosemite...The First Rangers" (1961), "The Ahwah-neechees...Yosemite Indians" (1966) and "Pathways, A story of Trails and Men" (1968)."

After Martha died, John returned to Stockton where, in 1970, he married Irene Kendall. These two old friends continued the visits to Yosemite as long as John was able to travel. He was almost 91 years old when he finished his full and happy life with one more list—that of his many good friends whom he wished Irene to notify.

John was a charter member of E&AA. He is survived by wife Irene, of 8600 North West Lane, #105, Stockton, CA 95210. Donations to the Education Trust Fund in John's memory should be sent to E&AA, P.O. Box 1490, Falls Church, VA 22041.

Phyllis Broyles

BUSINESS NEWS

'What's Cooking in our National Parks' has earned \$297.20 for the Education Trust Fund since December, bringing total earnings to \$17,825.30. In 1973, when Howard Chapman dedicated the cookbook project—a voluntary endeavor of employees, alumni, and spouses of the Western Region—he felt it would be a good source of revenue for the Trust Fund. He was right. It continues to earn money four times a year. Those who do not have a copy of this attractive cookbook or those who wish to give it as a gift may obtain a copy (\$6.35, including postage and handling) from Cookbook Publishers, Inc., Kansas City, KS. (Kansas residents please add 4.5% tax.)

Check your Courier label for annual membership expiration date. Send dues to Treasurer, E&AA, P.O. Box 1490, Falls Church, VA 22041.

Please note the little rangeroon contributed by Keith Hoofnagle this month. Keith generously is donating \$.50 from the sale of each pin to the E&AA Education Trust Fund. So buy a pin and contribute to the futures of Park Service children.

Support the E&AA Education Loan Fund!

Get The Rangeroon PIN!

Send \$3.50 for each pin plus 75¢ postage & handling for each order to:
Hoofnagle Graphics
2450 Ingra St.
Anchorage, AK 99508

MEMBER NEWS

Hank and Marian Schmidt (12513 Cameo Drive, Sun City, AZ 85351) had a busy 1987 travelling up North, to the West, to Alaska, and to Florida. Nevertheless, they still love Arizona and seem to thrive on the many activities available to them there. Hank Schmidt is one of six former Isle Royale superintendents planning to attend the E&AA biennial reunion in Isle Royale from September 6 to 10 (see 10/87 *Courier* for details).

Mrs. Dewey R. Ealy, of 142 E. 500 S. #19, St. George, UT 84770, sends greetings. She says she loves her "Park Service family, and that there is no better way to keep up with them than through the *Courier*."

Flora Semingsen (1170 West Wabash St., Box 9, Tucson, AZ 85705) looks forward to a brighter year in 1988, the previous year having been a lonely one without Tiny. Flora's granddaughter, Christina, presented the family with a lovely baby girl named Brittany Ann. Flora also spent a delightful week this past summer with Betty Beard in Syracuse where they joined family members at Tully Lake, then flew to Boston, then on to Bangor, ME, and finally on into Canada and Nova Scotia. They enjoyed visiting their many friends, among them Ed Stephanic, a former ranger at Everglades, now living at Camp Pokey near Princeton, ME—Ed, Dan Beard, and Tiny all worked in the Everglades from 1947 to 1950. When Ed left federal service he bought 40 acres (Camp Pokey) on Poco Moonshine Lake.

Following her extensive travels, Flora had eye surgery in late October. Seeing much better now, she will be traveling to Florida, with stopovers in Dallas, Atlanta, and Washington, DC.

Herb Evison, who has now been "retired" five years longer than he worked for the National Park Service (not counting the years he put in as a volunteer employee and as a reemployed annuitant) has kept in touch over the years with about 150 associates, not only in the Park Service but at Holderness School, Trinity College. Some of these friends include the newspapermen with whom he has worked and those who have run various state park systems. Herb, who will reach 96 on April 19, complains about living to such a ripe old age; "You see too many old and beloved associates drop by the wayside" is the way he puts it.

"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 _____

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Dix Freeland remembers Beauford C. Messer—In 1957 my family and I transferred from the West to a subdistrict on the North Carolina side of Great Smoky Mountains NP. Beauford oversaw one or two subdistricts nearby. For years he had helped protect the Smokies, and, by experience and stamina, was well equipped for the strenuous work.

Beauford was raised on a mountain farm at the Mount Sterling/Catalootchee end of the park. He joined the CCC as a boy, continuing with the park as a fire lookout, fire guard, and park warden under the Smokies' first chief ranger, Dwight T. Needham. He took the ranger exam, along with wardens Mark Hannah, Audley Whaley, and Bilen Rolan, during Granny Liles' term as chief ranger. Beauford retired as supervisory park ranger in 1977.

Beauford's childhood, spent in the area, gave him a sixth sense about woods and wildlife and people. He could spot a fisherman using illegal stick bait (insect larvae taken from the underside of a stream boulder). When asked how he did it, he admitted, "I done it myself as a youngun!"

He had his own intensely personal preservation ethic. A fine fisherman himself, he taught youngsters how to cast, tie on flies, and, later, clean and cook fish on a forked stick over the campfire. He could hike all day on one can of sardines and a pack of Camels.

The most important gift Beauford Messer ever gave was his willingness to pass along a gold mine of experience without hesitation or

resentment, knowing that those he taught would be moving on, often to promotions well beyond his grade. With his passing, the park warden generation in the Smokies has passed also; the Service should never forget this generation of dedicated individuals.

Beauford Carroll Messer died at the age of 70 in a Bryson City Hospital on May 21, 1987.

(Dix and Ann Freeland, both second generation NPS, reside at RFD 2, Box 219 (Stony Main), Luray, VA 22835. They are life members of E&AA. Dix's mother, Bea, resides at 601 Pope Street, Silverado Orchards, St. Helena, CA 94574.)

■ **March 28 marked the one-year anniversary of the death of Horace Albright.** Although the Albright family often looks toward the head of the table and their eyes grow misty remembering "Pater Familias" as Horace loved to call himself on such occasions, they are thankful for their many long years with Grace and Horace and for their treasured memories. Mr. Albright's passing last year was marked by a service at Santa Monica Mountains NRA, opened by Director Mott. Eldon Hughes, president of the Los Angeles chapter of the Sierra Club, represented his group as well as some twenty other national organizations. Stephen Mather McPherson, grandson of Stephen Mather, carried a loving message from his family. Speaking on behalf of the Albright family,

Nicholas Clinch evoked warm, humorous memories of "papa." Finally John Ford, the only grandson, came to the podium. He observed that Grace and Horace Albright had found their greatest joy in their family. Then he introduced the family—Mary Albright with her two daughters, their husbands, and eight children; and Marian Schenck, her husband, son and daughter, their spouses, and three children. The last to stand was Susan Ford's husband, Chief Ranger Scott Isaacson, who was wearing his National Park Service uniform. When all 22 family members were standing, Marian remarked that her papa used to say, "Not 'What hath God wrought' but 'What hath Horace and Grace wrought!'"

Later, on Memorial Day, at the Ranger Station on the shores of Lake Yellowstone, the National Park Service said its own farewell. Yellowstone Superintendent Bob Barbee read a letter written by Tetsumaro Senge of the National Parks Association of Japan. One line was especially poignant: "I think his soul will remain in the sky of Yellowstone forever, watching over this wilderness."

■ **Oops! George Fry reports that the *Courier* story concerning Mac Riddell's retirement contained an error.** Mac was not the first superintendent of Cape Lookout. Tom Morse was the first superintendent (1967-1969). Tom was followed by Dan Davis, Bob Barbee, and then Mac Riddell.

Join the E&AA

TREASURER, EMPLOYEES AND ALUMNI ASSOCIATION OF THE NPS, 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.

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MEMBERSHIP RATE—1 YEAR—\$10. SPECIAL MEMBERSHIP: LIFE—\$100. (PAY IN FULL; OR 4 PARTIAL PAYMENTS OF \$25 A YEAR FOR 4 YEARS; OR 2 PARTIAL PAYMENTS OF \$50 A YEAR FOR TWO YEARS. SECOND CENTURY CLUB—\$200. THIRD CENTURY—\$300. FOURTH CENTURY—\$400. SUPPORTING DONOR—\$500. FOUNDER—\$1,000.

IS YOUR NAME HERE NOW?

E&AA is pleased again to publish a list of its newest life members, those who joined between October 1, 1986, and December 31, 1987. The November 1986 *Courier* listed life members as of October 1, 1986.

E&AA Life Members:

Virginia Adams	Michael V. Finley	Evelyn V. Klein	Noel R. Poe	George Webster
Bill R. Alford	Manus J. Fish, Jr.	Robert E. Kloske	David Pugh	Byron Weiss
David Ames	George A. Fisher, Jr.	Jean A. Knapp	Don Pumphrey	William J. Whalen*
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Robert L. Barrel*	Leonard A. Frank*	David Lescalleet	Richard J. Rambur	Jim Wolfe
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Warren D. Beach	Bruce Freet	Jerry L. Livingston	J. Thomas Ritter	Walter W. Woodside*
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Robert O. Binnewies	Georgia H. Gallagher	James F. Martin	William T. Rolan	Ronald N. Wrye
Anthony J. Bonanno	Hal Garland	William V. Martin	Roger L. Ronek	Rick Yates
James R. Brotherton	Terry Robert Gess	Wallace Mathis	Homer L. Rouse	Phillip A. Young
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Tom Brown	Lewis Grooms	Rex Maughan	M. Rumbaitis	
Frederick R. Brueck	George Haines	Scott G. Mayben	Charles L. Rutherford	
Theodore C. Bryant	Ruth E. Hagerling	Douglas C. McChristian	Mary Ellen Rutter	
George Buckingham	Vincent Halvorsen	Elizabeth L. McGowen	Helen C. Sauls	
John H. Busekist	H. S. (Woody) Harrell	Stewart Meinhardt	E. Ray Schaffner	
Chris Cameron	June Harriman	Gail Menard	Robert E. Scott	
Edward D. Carlin	G. Bryan Harry	David A. Mihalic	O. Raymond Sellers	
Rev. Bruce Chambers	Paul B. Hartwig	R. J. Mihan	Robert E. Sellers	
Robert Chandler	David Haskell	Pat H. Miller	C. Mack Shaver	
John Chapman	Douglas R. Hawthorne	Richard A. Moeller	Glennis A. Shute	
David T. Clark	Larry Henderson	Franklin V. Montford	Franklin G. Smith	
Burton V. Coale	Ruthanne Heriot	Joel E. Moyers	William H. Sontag	
Martin J. Conway	Raymond Herrman	Hugh Bell Muller	James Stewart	
Ronald W. Cooksy	Allen Hess	Raymond O. Mulvany	Judith G. Stice	
Mark Cooper	Dee Highnote	Joe Nardone	Gilbert F. Stucker	
Robert Guy Cooper	Juanita G. Hill	Victor H. Nash	James M. Stump	
Douglas B. Cornell, Jr.	Richard F. Hite	National Parks &	Pedro A. Suazo	
James W. Corson	Steven L. Holder	Conservation Association	Anne E. Supernaugh	
David J. Cullen	Stephanie Houchens	Jack Neckels	Lloyd E. (Buddy) Surles	
Ersom A. Cunningham	L. J. Hovig	Marvin J. Nelson	Thomas J. Swan, Jr.	
Richard C. Curry	Addison A. Hulse	Raymond L. Nelson	Christopher Tarpley	
Maurice R. Cutler	Nancy A. Hunter	Carl Newman	Barbara J. Teaster	
Bill Dean	James Ice	Charles Newton	Melvin A. Thuring	
Fred Dickison	Raymond L. Ives	Evelyn C. Odell	Pat Tolle	
Elizabeth Disrude	Lynn Jamison	Jeff Ohlfs	Clara Raab Toppan	
D. L. Ditmanson*	Mary Ellen Jennings	Herbert Olsen	Richard S. Tousley	
William H. Ehorn	Gezalla K. Jones	Bill Paleck	Harry L. Tunks	
Georgia A. Ellard	James E. Jones	Michael Paskowsky	Don Utterback	
William R. Failor	Gordon B. Joyce	Norma V. Patton	Marc Vagos	
Paul D. Fava	Barkev H. Kaligian	Robert M. Paul	Steve Viers	
Randy K. Fehr	Bruce Kaye	Edward S. Peetz	Kevin Voyles	
Andrew J. Ferguson	Richard W. Ketcham	Grant Peterson	Charles B. Wahler	
Jack Fewlass	James G. Kiriakakis	M. Eugene Phillips, Jr.	R. K. Weaver	

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John E. Cook
Margaret T. Davis
Gary Everhardt
Brigadier General Curtis
Hooper O'Sullivan*
Theresa G. Wood

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William R. Failor
Don Follows
Ross D. Harrison
Mary J. Karraker
Wallace Mathis

Third Century Members:

J. W. Stockert
Lynn R. Wightman

Founder Members:

Howard W. Baker
Elwyn M. Heller

*Omitted from November 1986 listing.

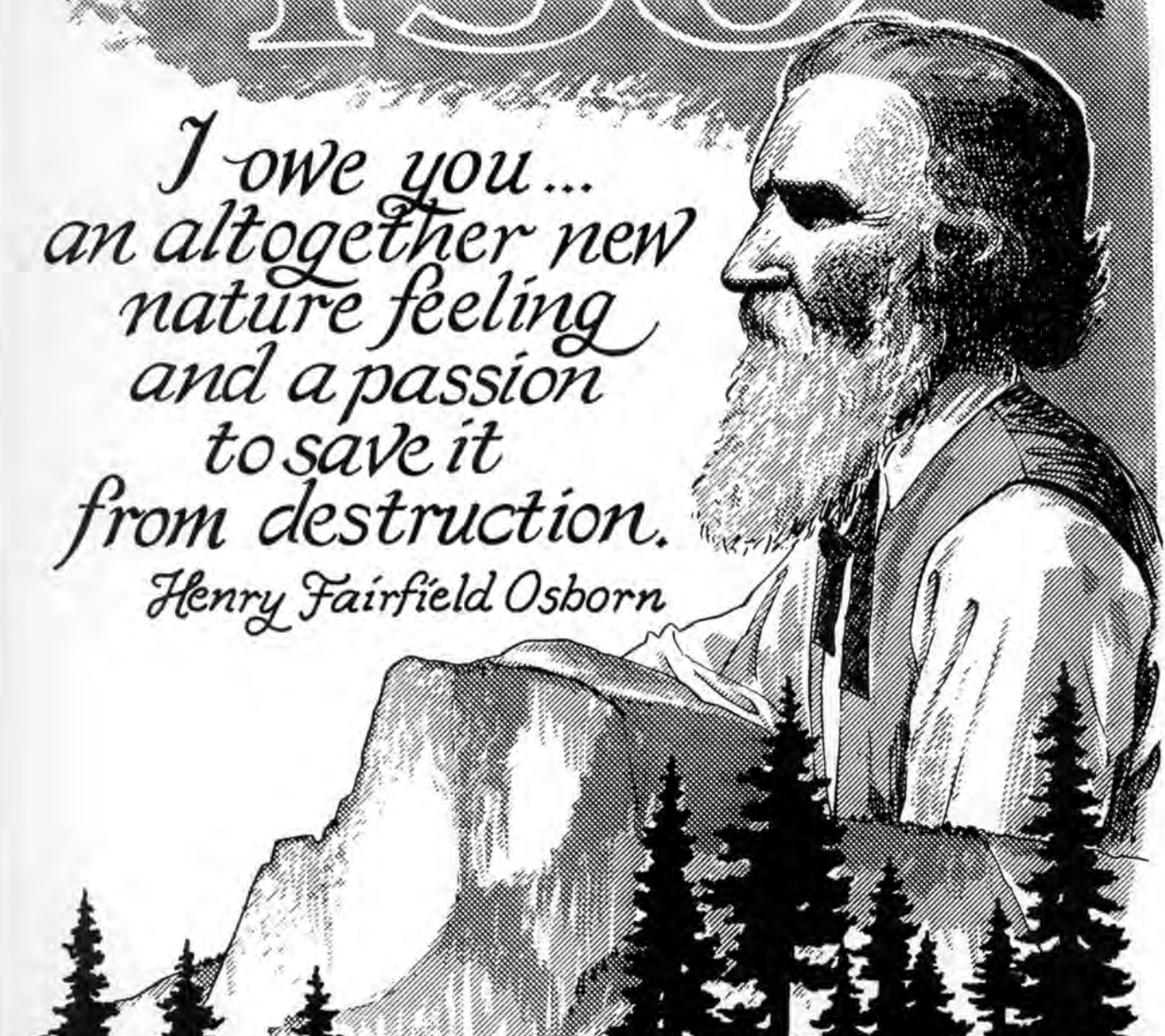
E&AA special memberships have grown by 195 life members, seven second century members (not including those on the partial payment plan) two third century members and two founder members. Join E&AA today; support its many programs while enjoying the many benefits of membership. Those joining as full life members or those upgrading to full life membership from annual membership may choose a copy of the Grand Canyon Video Post Card (a 20-minute video capturing the changing moods and magical appearance of the Canyon's dramatic beauty) or a hard cover copy of Lemuel A. (Lon) Garrison's *The Making of a Ranger: Forty Years with the National Parks* as E&AA's gift. E&AA wishes your name were here! Won't you support E&AA and its programs with your membership? (See membership coupon on previous page).

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*I owe you...
an altogether new
nature feeling
and a passion
to save it
from destruction.*

Henry Fairfield Osborn



John Muir

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