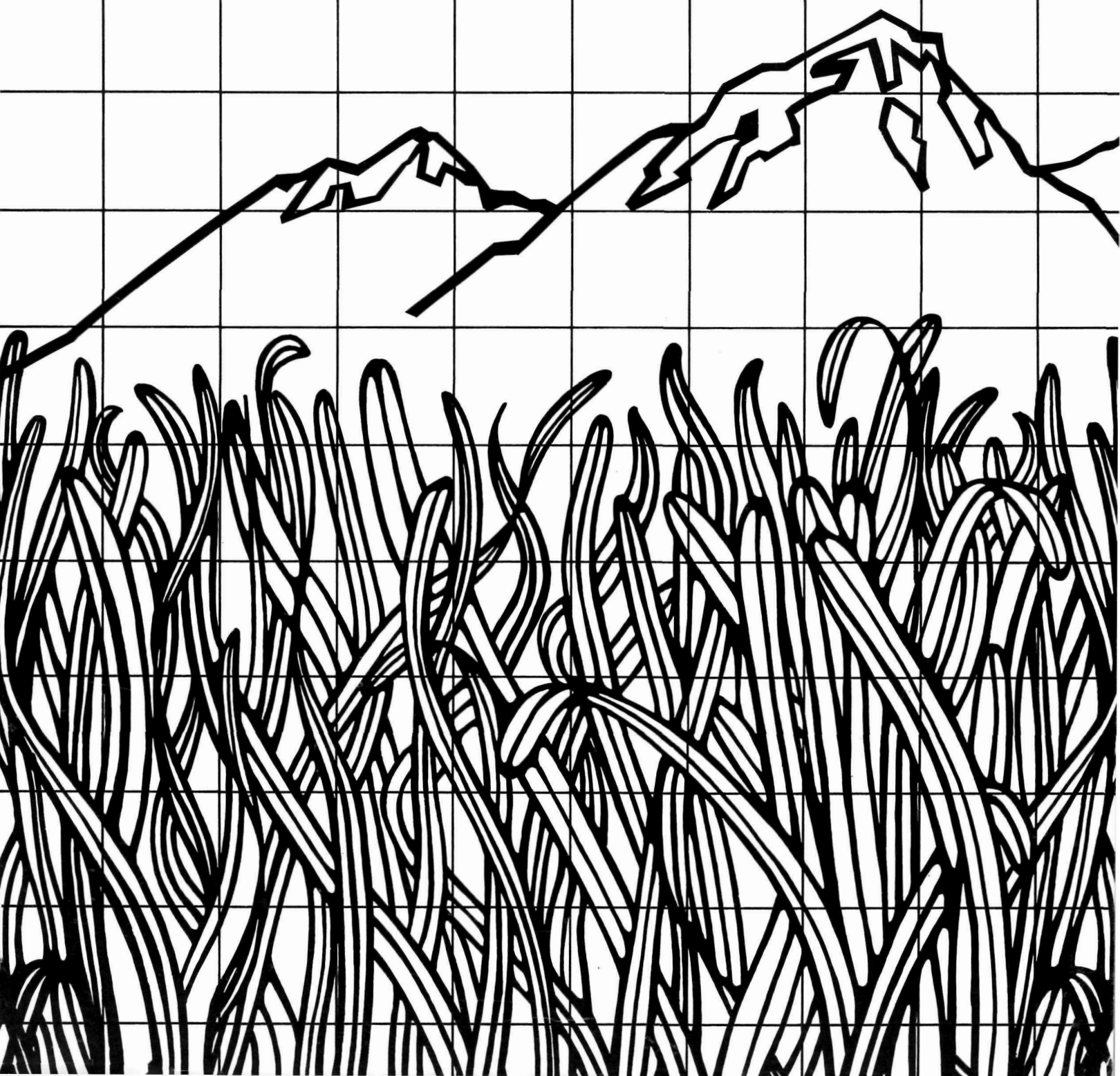
Administrative History: Organizational Structures of the National Park Service 1917 to 1985



ADMINISTRATIVE HISTORY:

ORGANIZATIONAL STRUCTURES OF

THE NATIONAL PARK SERVICE

1917 to 1985

by

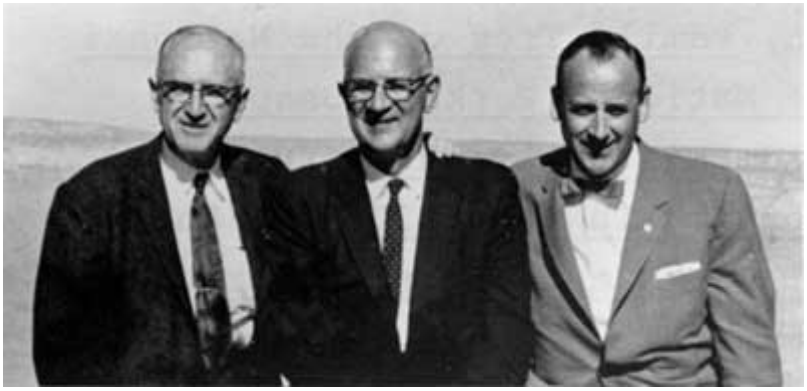
Russ Olsen

Preface

The following review of the organizational structure of the National Park Service from 1917 to 1985 looks at each Director's organizations and attempts to relate them to the attributes and thrusts of the eleven individuals who have been Director. It was not meant to be a scholarly study by any means -- I would leave that to the historians. It was an outgrowth of an attempt to update the Washington Office list of "key" officials over the years for a publication that Harold Danz of the Rocky Mountain Region was working on. The background material was not available in one location, it was in many locations, not all of which were within the National Park Service. Unfortunately, something of this nature is never perfect. I would have preferred to have names in all the blocks, but records and memories could not come up with them. Perhaps as more see this document, it will elicit additions. Like any other project of this nature, it involved many people. Terry Tesar, of the Administrative Services Division, who did a great deal of the collection of materials; Dave Nathanson and Tom DuRant, of Harpers Ferry Center, who provided materials from the National Park Service history collection; Ed Bearss and Barry Mackintosh, of the History Division, who were supportive and put up with reviewing the many drafts; retirees Howard Baker, George Palmer, and Herb Kahler, who reviewed in depth; Harold Danz, who started it all and who reviewed and commented; and the many others who offered comments, advice and encouragement; Jerry Buckbinder and Karl Esser, of the Administrative Services Division, who arranged for final drafting and typesetting; my own staff for putting up with me; and last but not least, Pat Moffat, my secretary, who typed the manuscript. To each my thanks.

Russ Olsen
September 1985

Introduction



Horace Albright, Conrad Wirth, and George Hartzog at the Grand Canyon in the 1960's discussing improvement through training at the dedication of the Horace M. Albright Training Center.

There have been many books, pamphlets, and articles written about the National Park Service over the years. All of them have dealt with the policies, practices, philosophies, and to some extent, the people as individuals who have influenced the Service and the National Park System. There has, however, not been anything that depicts the organizational structure, its growth, and/or the influence that people within the organization have had on the organization. What began as an agreement to update a listing of Washington Office key officials has expanded in an effort to put on paper the graphic organization over the years that will add to the continuing administrative history of the organization.

The Service has been called a "family organization." John Carver, a former Assistant Secretary, condemned the "mystique" of the Service. Both are evident when the organizational structural history is looked at from its beginning to the present. When reviewed along with literature such as The National Park Service by William C. Everhart, Parks, Politics and the People by Conrad L. Wirth, Family Tree of The National Park System by Ronald F. Lee, The National Parks: Shaping the System by Barry Mackintosh, Administrative History: Expansion of the National Park Service in the 1930's by Unrau & Williss, and America's National Parks and Their Keepers, by Ronald A. Foresta, it becomes very apparent that the organization and the people within it have had a profound influence on each other over the years. The sense of family and the mystique can be visually related to what has gone on over the past 68 years. Individuals who were in the organization in the early years continued through the 1940's, 1950's and 1960's. R. M. Holmes, who was the Chief Clerk in 1925, was still the Assistant Personnel Officer in 1938; Frank Kittredge, who was Chief Engineer in 1928, was the first Regional Director of Region IV (Western), was Superintendent of Yosemite in 1942 and again Chief Engineer through 1952; Harold Bryant, who was Assistant Director, Research & Education in 1928, was Superintendent of Grand Canyon in the 1940's; Preston Patraw, an early Superintendent at Bryce and Zion, was Finance Officer in the 1940's; Howard Baker, a landscape architect in the early 1930's, Chief of Planning and Design in Omaha, and Regional Director in Omaha in the 1950's, retired as Associate Director in the late 1960's; Eivind Scoyen, Superintendent at several areas from the 1920's, retired as Associate Director in the mid-1960's, to mention a few. These people and many others molded and shaped those that followed. Fathers begat sons and daughters who have continued the "mystique" and furthered the family image. As examples, Benjamin Hadley,

Superintendent, son Lawrence, Superintendent and Assistant Director; Daniel J. Tobin, Superintendent and Regional Director, sons, one at Yellowstone and Daniel Jr. (Jim), Superintendent, Deputy Regional Director, Associate Director and Regional Director; John Cook, Master Mechanic, son John Cook, Superintendent, grandson John Cook, Superintendent, Associate Director, and Regional Director; Gabriel Sovulewski, Park Supervisor, Yosemite, son-in-law Frank Ewing, Trail Foreman, and grandson Herbert Ewing, District Ranger; Fred Binnewies, Ranger, Superintendent, sons Robert and William, Superintendents. Many of the individuals prominent in the early organization are still alive and continue to have influence on the Service as it exists today. That factor was emphasized to Director George B. Hartzog in the late 1960's by former Director Horace Albright after one of his yearly inspection trips to Yellowstone. Albright, and indeed all retired employees, believe they retain the inalienable right to suggest ways of improving the operations of the National Park Service.

1917 - 1924

Although August 25, 1916, is recognized as the establishment date of the National Park Service, it was not until May 16, 1917, with the appointment of Stephen T. Mather as Director, that a formal structure was established. From a simple beginning the Service has evolved into what is now a highly complex organizational structure. Stephen Mather's "family" organization has grown to an organization of interdependent groups having differing ways of accomplishing work, yet they are still interrelated subsystems of the whole. There is, however, a decided difference in the "family" of yesterday versus the "family" of today. The evolution of National Park Service organizational structure has been the result of both internal and external forces acting on the organization and the people within the organization. Organizational change occurs in all organizations (work, home, church, etc.). What one must consider is that specific actions to initiate organizational change are taken by people, and complex organizations being what they are, those at the head are the primary change agents.

Basically, there are two kinds of organization, formal and informal. The term formal, as it relates to organizational structure, refers only to the fact that those responsible for maintaining the existence of the organization can describe its form in language and symbols such as charts and manuals. An informal organization is that which is not documented or made a part of some sort of continuing record. Such organizational structure definition is not to be confused with how an organization accomplishes its work. The National Park Service has a long history of organizations that work through people moving up, down, or laterally, where "titles" and "report to's" mean little as long as the mission of the Service is or was accomplished.

What is interesting when one looks at the National Park Service organization charts over the years is:

- With the exception of new program thrusts, program additions or deletions, the organization has functioned with substantially the same supervisory structure.
- The formal structure, while exhibiting growth has basically remained the same.
- The organization was and is a social structure, although in the past several years the social aspects of the structure are far more apparent in the field and through the Employees and Alumni Association, the 1916 Society, and the National Park Service Wives Association.
- There is a line of continuity that stretches back to 1917. People remained a part of the organization for long periods of time.
- Organizations were developed around people.
- On the average, there has been some sort of organizational change every 22 months.

Since 1917, there have been periods of time where no formal documentation exists. There are, for example, no official, formally approved organization charts for 1917, 1918, 1920 through 1924, the mid-1940's, 1964, 1967, mid-1970, 1971, and 1982. A reason for this may be that prior to 1955, organizational approval was vested in the Director of the National Park Service. After 1954, organizational approval was held at the agency (Department of the Interior) level with the establishment of a Departmental Manual (the National Park Service portion of the Departmental Manual is Part 145). However, for the period 1916 to 1985 we were able to locate more than 55

examples of formal and informal descriptions of organizations from which it was possible to develop 38 organizational depictions. These sources ranged from National Archives documents to telephone directories.

As one looks at the organizational structure there have probably been no more than eight major changes in how the Service was organized to accomplish its mission. As examples, the following might be considered as major:

- First organization in 1917 (for obvious reasons).
- Establishment of program Assistant Directors in the 1920's.
- Effect of Executive Order 6166[1] and the Civilian Conservation Corps (CCC) program in the 1930's.
- The establishment of Regional Offices in the late 1930's.
- The establishment of centralized design and construction offices in the 1950's.
- The establishment of the Office of Archeology and Historic Preservation in the 1960's.
- The establishment of the Heritage Conservation and Recreation Service in the 1970's.
- The abolishment of the Heritage Conservation and Recreation Service in the 1980's.

Expressed as an opinion not substantiated by known fact, the remainder of the changes were more process changes or changes in flow as to who accomplished the business of the Service. In assessing and describing the organization, an hypothesis was drawn that an organization takes on the flavor of those individuals at the head of the organization. For example, Mather's interests revolved around the management of the parks, which was one of the reasons that Franklin Lane appointed him. His organizations were small central offices designed to meet necessary park needs. As there was a recognition of increased need, his apparent thrusts were to put the needs close to the parks.

In its beginnings (1917 through 1918), the Headquarters appears to have been a small policy and oversight office for the national parks and monuments, as well as a housekeeping function vested in a Chief Clerk who was responsible for routine bureau activities (personnel, mail and files, small purchases, and accounts). In 1919, Engineering and Landscape Engineering appeared as identifiable functions and were located in a series of offices on the West Coast (see chart #2). Location of offices in the west (in Los Angeles, California, in Portland, Oregon, in the Underwood Building in San Francisco, California, and on the Berkeley campus of the University of California) made sense, as prior to 1933 the majority of the national parks and monuments were west of the Mississippi River. If one traced the Design, Planning, and Construction functions they would date from this period. Although not showing up on an organizational chart until he replaced Daniel Hull, Thomas C. Vint was on board in the early 1920's. His influence on planning and design was to continue through the early 1960's and still continues today. Individuals who worked for Vint branched out over the years to become regional directors and park superintendents and to occupy other high-level positions.

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[1] *Executive Order 6166 transferred 2 National Parks, 11 Military Parks, 10 Battlefield sites, 10 National Monuments, 3 miscellaneous memorials, and 11 National Cemeteries from the War Department to the Office of National Parks, Buildings and Re*

1925-1932



Arthur E. Demaray in the 1930's. From a historical viewpoint one of the most influential, tireless, behind-the-scenes National Park Service employees.

As the Service grew, by 1925 the importance of public relations and administration as we think of them in 1985, was reflected in the establishment of a function of Operations and Public Relations (as one reflects, Mather was considered by many to be a great salesman and many of his actions reflected this skill) headed by an Assistant in Operations and Public Relations (see chart #3). One should note that Administration, as it is known today, was titled Operations and it was not until 1951 that it was to become specifically titled an administrative function. Arthur E. Demaray, after starting as a draftsman in 1917, was to become an Assistant Director, Associate Director, and Director in the course of a 34-year career with the National Park Service. What began as an investigative unit in 1925 and subsequently became Auditors of Park Operators (concessions) Accounts was what appears to be the genesis of the current Concessions Division. The early functional statement read: "Examine and audit the books of the public utilities which operate in the National Parks and Monuments under franchises; obtain by independent investigation full details concerning operations and financial consideration of public operators; recommend changes in rates or services." Comparing this to this current functional statement there is little change except in language usage.

C. L. Gable was in effect "Mr. Concessions" from 1925 to 1946. An education (natural history) unit or the beginnings of the Service interpretive program was also established in a California office on the University of California's Berkeley campus. By 1927 the Service had established its own legal function (see chart #5) that was to continue until the mid-1950's when all legal functions were consolidated in the Department of the Interior's Office of the Solicitor. In this 28-year period the Service was to have only two legal officers, George A. Moskey for 17 years and Jackson E. Price for 11 years. An interesting point is that for many years, well into the 1950's, the lawyers actually did all contractual work for the Service. Today, procurement is an accepted part of the Administrative function.



George A. Moskey, the first National Park Service lawyer, 1927 to 1944.



Jackson E. Price, the second and last lawyer on the Headquarters staff, was also an Assistant Director and Regional Director before he retired.

Jackson Price went on to become an Assistant Director and a Regional Director before retiring in the late 1960's. This can be construed as family if one is so disposed, as functions moved out of the Service or were dropped anyone who wanted to stay with the Service did so. In 1928 the title of the Director's alter-ego position was changed from Assistant Director to Associate Director; the title did not change again until 1967 when it became Deputy Director. Arno B. Cammerer held this position from 1919 until he became Director in 1933. He then went on in 1940 to become Regional Director, Region I, Richmond, Virginia (now Southeast Region, Atlanta, Georgia). In 1928, there was organizational recognition that forestry was important when Education and Forestry became a combined organizational entity. When Education and Forestry were combined the functional statement read: "Supervises museum construction and installation of exhibits; forestry projects and fire prevention; carries on survey of wildlife." This unit, if tracked through the organization, (see chart #39) was the beginning of the resource management, museum and exhibit productions, and ranger activities functions as they exist today in the Division of Visitor Services, Harpers Ferry Center, the Division of Biological Resources and the National Park Service portion of the Boise Interagency Fire Center.

By 1930 (see chart #7), the Headquarters office had five well defined functional activities, four of which were then or would come under Assistant Directors: Operations (administrative functions), Legal, Research and Education, and Land Planning. A Chief Clerk handled the "housekeeping" function until 1931 when it was placed under Operations. A history function (see chart #8) appears for the first time under the Branch of Research and Education. By 1931 the administration of Southwestern National Monuments was a firmly entrenched management function. This may well have been the recognition, as the Service grew, that Washington could not directly administer every National Park Service area (see chart #8).

Mather and Albright, although differing personalities, were of like mind when it came to the national parks and the National Park Service. Both were expansionists and believed in use of the parks by people, which can be read into the organizational structure--everything for the parks and a small Headquarters office. Road building, museum construction, and interpretive exhibits for the visitor show up functionally. Cammerer, a career employee, was also expansionist, but was also a product of his times. He benefited from the Roosevelt Administration's decision to use the parks in the execution of its social and economic programs. His organizations reflect this growth and his long association with the bureaucracy. Functions were structured, management was orderly, and growth came to the Headquarters office; decentralization occurred throughout Cammerer's directorship.



Director Albright's staff in the early 1930's.

Front row L to R: Arno B. Cammerer, Associate Director; Director Albright; Arthur E. Demaray, Assistant Director, Operations; Isabelle Story, Editor;

Back Row L to R: Conrad L. Wirth, Assistant Director, Lands; R. M. Holmes, Chief. Clerk; Harold C. Bryant, Assistant Director, Research & Education; George A. Moskey, Assistant Director, Use, Law & Regulation.

1933-1953



Verne E. Chatelain, First National Park Service Historian and Assistant Director, Historic Sites & Buildings.

As one looks at charts for 1933 and 1934 (see charts #10 & #11) it is apparent that functionally the Service was becoming more specialized. The CCC functions, although not specifically mentioned, were in a Recreational Land Planning unit under Conrad L. Wirth who was subsequently to become Associate Director and Director. Although not appearing on any formal chart, the decentralization of the CCC program and the decentralization of the Planning and Design functions into Eastern and Western Divisions with district offices (see chart #11) may well have been the genesis of the thinking to establish Regional Offices. The late 1934 organization (see chart #11) clearly reflects Executive Order 6166 and the needs of the organization to accommodate its increased functions or responsibilities. History achieved Branch status in 1935 with a supervising Assistant Director (see chart #12).



The first Regional Directors from L to R: Frank Kittredge, Region IV, San Francisco, California; Thomas Allen, Region II, Omaha, Nebraska; Herbert Maier, Region III, Santa Fe, New Mexico; Carl Russell, Region I, Richmond, Virginia.

The organization formally approved in October 1938 [1] (see chart #15) did two things. It established a new way of managing by creating Regional Offices. Additionally, for whatever reason -- internal politics or external politics or perhaps even a power struggle or, as suggested by George Palmer, a major funding problem -- all Assistant Director positions were abolished. The Conrad Wirths, Hillory Tolsons, Ronald Lees, etc, all became Supervisors of functions. It was not until July of 1943 (see chart #17) that Hillory Tolson would again become an Assistant Director in the Chicago office where the Service Headquarters was moved to during World War II, and it was not until 1949 (see chart #20) that an additional Assistant Director position for Conrad Wirth was again created. Newton Drury, although of the same era and same school system (University of California, Berkeley) as Horace Albright and Lawrence Merriam (Regional Director, Omaha, Nebraska, and San Francisco, California), was restrained by his

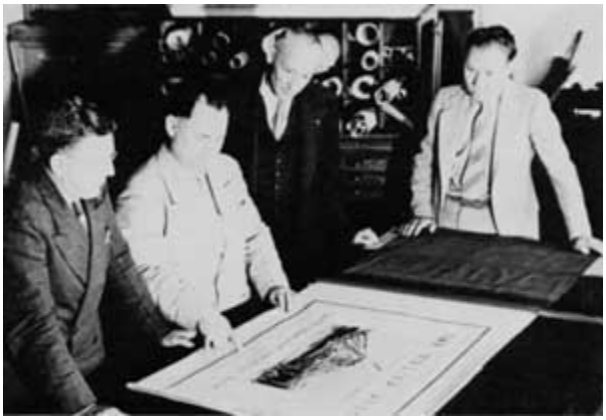
stringent sense of bureaucratic propriety. Characterized as a "died in the wool purist," he espoused a caretaker role for the National Park Service as well as minimal development. He did not like the rough and tumble politics of Washington, which did not do either him or the Service any good. His preservation philosophy during the war years did serve the Service well as he was able to keep the Army and Navy from running away with the parks. Several historians view that even though Mr. Drury was constrained by the war years his administration was a clear shift of emphasis from that of Mather, Albright and Cammerer. It perhaps initiated a reversal from which the Service has never totally recovered as its functions became more diverse. His handling of the Echo Park Dam controversy in Dinosaur National Monument was divisive to the organization's external support.



Newton B. Drury, the fourth National Park Service Director, being sworn in August 20, 1940.
L to R: Under Secretary Wirtz; Floyd Dotson, Chief Clerk, Department of the Interior; Director Drury; Secretary Harold Ickes.

An interesting organization was that in the Chicago office during the World War II years (see chart #17). Arthur Demaray as Associate Director remained in Washington while Director Drury and Assistant Director Tolson relocated to Chicago with the Headquarters office. Mr. Demaray remained in Washington because he was apparently the only experienced Congressional liaison person who could defend the Service's funding requests. It would appear that Mr. Tolson ran the day-to-day operations of the Service during this period. Organizationally, Branches were still the major entity with Divisions as a sub-unit, yet three Divisions and the Chief Clerk (appearing again after a 5-year lapse) reported to the Director's office. One would have to make the assumption that Finance, Personnel, Safety, and the Chief Clerk reported directly to Mr. Tolson who, by this time, had complete control of the administrative process of the organization while, at the same time, having direct influence over every other aspect of the Service's mission.

An interesting sidelight: Regional Directors were moving between Regions and Washington Branches. A cadre of long-term Regional Directors was becoming apparent with Thomas Allen, Lawrence Merriam, and Minor Tillotson. By 1946, Mr. Vint had become "Mr. D&C" with the combination of his Branch with the Branch of Engineering into a new Branch of Development (see chart #18). Concessions as a Division had emerged -- looking at the timeframes this may well have been the organizational response to visitors again coming to the parks after the wartime hiatus. From a functional standpoint there were units for Planning & Design (Development), Lands, Concessions, Natural History, and Forestry which would eventually become Ranger Services.



Thomas Vint in the Planning and Design Office.



Hillory A. Tolson.

It became clear in the 1948 organization that this structure clearly delineated who did what at the Directorate level. The Director (Mr. Drury) held to himself the Legal and Public Relations functions; at the time these were the areas that were important to Mr. Drury. The Associate Director was responsible for Lands & Recreation Planning, Development (Design and Construction), and Public Services. Assistant Director Tolson was responsible for administration, and some of the functions that would eventually become a part of today's operational directorate functions. When Newton Drury left as Director, Arthur Demaray was appointed Director; however, he had already informed the Secretary of his intentions to retire by year's end and the supposition can be made that the Directorship was a reward for long and faithful service to the organization. Mr. Demaray was an extremely popular Assistant and Associate Director, had an exceptional memory, was practical, and was apparently outstanding in his appearances at legislative and budget hearings. Ben Thompson, in a National Park Service Courier article, extolled Arthur Demaray's role in the development of the Service and the National Park System. His knowledge of the budget was such that he would testify before the appropriations committee from memory with his budget book unopened on the table in front of him. It was quite clear that with the appointment of Conrad Wirth as Associate Director he was the heir apparent. The Demaray organization of May 1951 (see chart #21) bears this out. It was in reality the first Wirth organization. There was again a clear division of duties. Hillory Tolson had all the administrative functions and forestry, the Associate (Mr. Wirth) had Design and Construction, Lands, and Concessions, his personal interests, and Ronald Lee had the remainder. Many of Mr. Wirth's key advisors were in positions of influence. If you were to look closely at the 1933-34 CCC organization you would note that Mr. Wirth's "cabinet" consisted of largely the same people who were with him there. When Mr. Wirth became Director in December of 1951 the Directorate was organized with the Director and three Assistant Directors (see chart #22). Again, if one relates the personality of a Director to the

organization, Mr. Wirth's organizations reflected his background as a landscape architect and a planner. Philosophically, Wirth was more akin to the earlier Directors. He was a use-oriented Director. Mission 66, promoting park improvement, access, and use, clearly bears this out. It has been said that Mission 66 was in part the completion of Mr. Wirth's CCC program for the Service that was interrupted by World War II. One hundred and fourteen visitor centers were built, the in-Service training centers (Mather and Albright) were built, and reservoir-based recreation was developed. Where Drury had good relationships with the conservation groups, Wirth had poor relationships and, unlike Mather and Albright, as a career civil servant, he did not have the business type associations for support of the Service as they did. His advisors had similar backgrounds or were former CCC staff from that period in his career for which he was recognized as a capable administrator. As an aside, a certain amount of influence was also exerted by Mr. Wirth's carpool of the late 1950's and early 1960's, which consisted of Raymond Freeman (who would be a Deputy Director under Hartzog), William Bahlman (who was Mr. Wirth's organizational advisor), Edwin Kenner (who was Chief of Maintenance), and Sidney Kennedy (who was a planner). Each of these individuals had positions of influence in the organization. The Design & Construction function reported directly to the Director -- a clear indication of the relationship between Vint and Wirth.



The Stephen T. Mather Training Center, Harpers Ferry, West Virginia, and the Horace M. Albright Training Center, Grand Canyon National Park, Arizona, both Mission 66 projects.

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[1] In actuality the Regional Offices were set up in late 1937 but not formally charted until 1938. S. Herbert Evison vividly recalls that on June 1, 1936, an office was established in Richmond, Virginia, that was the "pattern office" for other Regional Offices established in 1937.

1954-1963



Lemuel A. (Lon) Garrison, Chief, Branch of Conservation & Protection, the field rangers' Washington Office representative.

With the September 1954 organization (see chart #23), Administration was to become a cohesive unit and Operations as a functional entity formally began (the Branch of Conservation and Protection under Lemuel Garrison was the field rangers' Washington Office representative). This organization also consolidated Mr. Vint's influence over Design & Construction with the establishment of Field Design offices and the removal of the planning, design, and construction activities from the Regional Offices.

By 1956 and with the establishment of the Mission 66 program of park renewal (a particular interest of the Director), Mr. Wirth apparently felt he needed assistance in running the organization and re-established the Associate Director's position (see chart #24). He filled it with an experienced park superintendent, Eivind T. Scoyen, who, although not appearing on previous organization charts, had been a superintendent with increasing responsibilities in park management since the 1920's. Perhaps this was the beginning of a recognition that there was a Washington Office bureaucracy and a field bureaucracy that needed to be melded together. This dichotomy exists today and each succeeding Director has struggled with an appropriate balance. In this same organization a new regional office in Philadelphia was established.

Although people moved in and out of Washington, there was a hard-core of continuity of Branch/Division chiefs with long term varied Headquarters experience (Thomas Vint, Design & Construction; S. Herbert Evison, Information & State Cooperation; Charles Richey, Lands; Donald Lee, Lands & Concessions; Ronald Lee, History & Operations; Herbert Kahler, History; Hillory Tolson, Administration & Operations; Frank Ahern, Safety; John Doerr, Natural History & Interpretation; and Lawrence Cook, Forestry & Ranger Activities).



A typical Mission 66 project in the Pacific Northwest.

The organizations of the late 1950's and early 1960's were not particularly distinctive (see charts #23 & #24). Maintenance appeared as an organizational entity as did formal recognition of the ranger role with the establishment of a Division of Ranger Activities reporting directly to the Director. The 1957 organization (see chart #25) reflects the push and pull between Washington and the Field as well as any organizational structure up to this point Administration was Administration, Design and Construction influence over the physical and projected appearance of the parks was never stronger. The Mission 66 staff through William Carnes had strong ties to earlier Design and Construction relationships, his personal relationship with Thomas Vint going back to the early 1930's. Interpretation under Ronald Lee (a historian) and Daniel Beard (an interpreter of natural history, and first superintendent of Everglades National Park) had a strong influence over the historical and eastern parks. Recreation Resources Planning, or the "planners of the future," were former staff in the CCC program under Mr. Wirth. Apparently, the creation of the Ranger Activities Division (see chart #25) reporting to the Director was clear recognition that "the uniformed ranger was entitled to a Washington Office voice." Lawrence Cook, as Division Chief, sat on the Superintendent Selection Committee of the period.


Ronald F. Lee & John Doerr, two long term Washington Office employees.

In the late 1950's the Service made an attempt to create a sixth Regional Office in St. Louis, Missouri, even to the extent of appointing a Regional Director, John S. McLaughlin. The Department, however, would not formally approve and in the words of Howard Baker, "the idea died before it was born."

The December 1961 organization restructured to five Assistant Directors: Administration; Conservation, Interpretation and Use (Operations); Public Affairs; Resource Planning; and Design & Construction (see chart #26). One might note that for all the years that Thomas Vint was a major force within the Service it was not until one month before he retired in 1961 that Design & Construction was upgraded to an Assistant Directorship and was then subsequently filled by A. Clark Stratton, a manager, not a Design and Planning professional.



The "six" Regional Directors, L to R: Howard Baker, Region II, Omaha, Nebraska; Elbert Cox, Region I, Richmond, Virginia; Lawrence Merriam, Region IV, San Francisco, California; Minor Tillotson, Region III, Santa Fe, New Mexico; John McLaughlin; Daniel J. Tobin, Region V, Philadelphia, Pennsylvania.

There were personal relationship problems with this organization; the Lands Division moved back under Operations rather than Administration and Safety moved back under Administration rather than Operations -- both for conflict reasons. Additionally, the Assistant Director, Public Affairs, was not particularly pleased with what he supervised based on his perception of his skills and talents. Resolution of this quasi-problem did not occur for four years and the subsequent reorganization.

1964-1980



Johannes E. N. Jensen.

1964 saw the beginning of the Hartzog Directorate, organizationally and Systematically a period of change and expansion (see charts #27, #28, #29, #30, & #31). In his nine years as Director there were seven changes to the organization -- the Associate Directors' title changed to Deputy Director, there were Associate Directors and Assistant Directors, there was a period of two Deputy Directors and at one point in time there were three Deputy Directors and everyone's title was "Director of." The external history program was established. National Capital Parks, headed by Russell Dickenson as General Superintendent, reported to an Office of National Capital and Urban Affairs headed by Theodor Swem in the Washington Office for a short period of time. Personnel and Programming & Budget reported directly to the Director. It was not until Mr. Hartzog was replaced in December of 1972 that the organization returned to a more staid traditional structure.

It would be wrong to say that the organizations under Director Hartzog did not work -- they did. However, they were a good reflection of his management style and his use of people. As one reviews the charts and tracks the people, it is evident that the organizations were oriented around people who could keep pace with the Director's mind and stamina. Mr. Hartzog's organizations are a good example of titles that meant nothing to the people. Take, for example, Johannes Jensen who came into the Service (recruited by Hartzog) as Chief of the Construction Division, then Assistant Director Design and Construction, then Associate Director, Planning and Development, then Associate Director, Professional Services, and finally, as Assistant Director, Service Center Operations (Denver); yet through most of the Hartzog years was a key advisor to the Director. Harthon "Spud" Bill was a sole Deputy Director, shared responsibility with one other Deputy Director, and before he retired shared responsibility with two other Deputy Directors; yet during the entire period he occupied the "traditional" number two's office with direct access to the Director. Administration fluctuated between an Office and an Associate Directorship and, rather interestingly, at any given point in time there were no more than two career National Park Service employees in positions of responsibility within the administrative organization. Hartzog went outside the organization for his administrative types. The external historic preservation programs and the scientific programs took on a "life" of their

own. Law enforcement became a visible entity (see chart #31) headed by professional U.S. Park Police officers, some of whom would subsequently go on to become Chiefs of the Park Police, all this in response to several riot or near riot incidents in the early 1970's.

With the appointment of Ronald Walker, a non-park professional, via the external political process as Director, the Service returned to a well-structured more formal organization (see chart #33). There was an expansion of Regional Offices from seven to nine based on the administration's (President Richard M. Nixon's) philosophy of decentralizing decision making to regional cities. During the Walker years the Deputy Director (Russell Dickenson) ran the day-to-day operations of the Service and the organizational structure tended to be a combination of highly structured "republicanized" thinking coupled with National Park Service pragmatism.

Gary Everhardt's organization of May 1976 once again moved the budget process from administration to reporting directly to the Director; Training became a separate division; the Advisory Council for Historic Preservation became an independent agency; and there was a clear distinction between in-house history and archeology and the external historical and archeological programs (see chart #34). The emphasis or prominence of Alaska became apparent with the establishment of an Assistant to the Director, Alaska. The use of "Assistants to" over the years emphasized a program s importance for a period of time; i.e., Arthur Demaray as an "Assistant to" which then became a functional area, William Briggle as an "Assistant to" for the Centennial Celebration which then disappeared, and also an "Assistant to" for Alaska which would in December of 1980 become a Regional Director. Both Everhardt's and Whalen's organizations could be characterized by large numbers of Offices reporting to the Director.

The major organizational change under Whalen was created by the establishment of a separate Heritage Conservation and Recreation Service which combined the National Park Service's s external Historic Preservation programs with Interior's Bureau of Outdoor Recreation. The Bureau of Outdoor Recreation (BOR) in its establishment in the early 1960's had also been an off shoot of the Service. The new bureau was to be short-lived, however, and all of its functions were returned to the Service and are reflected in the organization of June 1981.

Of all the Directors, Everhardt and Whalen could probably be best described as becoming more technology oriented. Where Everhardt came from a strong engineering and maintenance background Whalen came from an educational counseling background (his first National Park Service job was as a guidance counselor in the Job Corps program). He (Whalen) was a use-oriented Director with an emphasis on urban-type social programs. Both were young men without a well-established external or internal political base from which to draw upon, both tinkered little with the organization, and both dealt with selected individuals of like mind for

advice (Everhardt had William Briggle; Whalen had Richard Curry). Walker, Everhardt, and Whalen were Directors of short term compared to their predecessors. There were many single interest external influences on the rise; thus, the politics of being Director left little time for developing organizations that "set a course" or that expressed to a large degree the individuality or personality of a Director.

1980-1988

When Mr. Dickenson became Director it was his predilection to stabilize the Service. As a former Deputy Director, Regional Director, and Washington Office employee he was interested in conciliation and compromise with a strong emphasis on decentralized management and operations. His organizations were based on a single Deputy Director, then two Deputy Directors (one a non-park professional and also a political appointee) and finally a single Deputy (the non-park professional). His organization was strongly influenced by economics and saw consolidation of like functions under fewer management levels (see charts #37 & #38).

In May 1985, William Penn Mott became the twelfth Director of the National Park Service. Although a professional park manager Mr. Mott's career was not with the Service. Although it is too soon to make judgments or predictions, there is some indication there will be a blurring of the classifications preservation or use oriented. There is some indication that he will be use-oriented in the urban or population density areas and preservation oriented as it relates to the traditional or one-of-a-kind ecosystem parks.

It is somewhat apparent that Director Mott will take a high-profile approach to the Directorship. The energy and enthusiasm shown to date might well be construed as a kinship with Mather, Albright, and Hartzog. The press appears to feel that he (Mr. Mott) may be willing to confront whatever problems the system might have and be willing to make unpopular decisions. His imprint on the organization is, however, yet to be seen.

The process of developing an organizational structure has become over the last 15 years a cumbersome process. A formal organizational change takes a minimum of three months, some have taken a year or more and some are never formally approved. Several organizations that actually functioned fall into this category (charts #30 & #31).

Organizations are not necessarily developed solely for program needs. One should realize that many times organizations are developed around personalities and personal relationships. For example, where the establishment of the Associate Director position in the October 1956 organization can be viewed as an organizational need related to Director Wirth's implementation of Mission 66, the creation of an organization with three Deputy Directors in 1971 does not have a programmatic basis. The differences between the two organizations are clear examples of organizational/personal need as perceived by the Director of the moment. Due to style and background, one appears as an organizational need, the other a personality-based need. This is not to say that one or the other organization is not good, but rather to point out that those at the head are the change agents and that organizations are developed around program needs and/or

personalities, that organizations do reflect the background, personality, and style of the Director and that Directors establish organizations which in their minds are the best ways to accomplish the business of the Service.

The final two charts (#39 & #40) trace the organizational development of the administrative function from its Chief Clerk roots in 1919, and the Ranger, Naturalist, and Historian park related functions from their 1925 base in the Education (Natural History) Branch under Ansel Hall. Perhaps these two depictions show more about the growth of the Service from a simple organization to a complex organization of interdependent, interrelated subsystems of the whole than any of the organizational charts.

The final two charts (#39 & #40) trace the organizational development of the administrative function from its Chief Clerk roots in 1919, and the Ranger, Naturalist, and Historian park related functions from their 1925 base in the Education (Natural History) Branch under Ansel Hall. Perhaps these two depictions show more about the growth of the Service from a simple organization to a complex organization of interdependent, interrelated subsystems of the whole than any of the organizational charts.

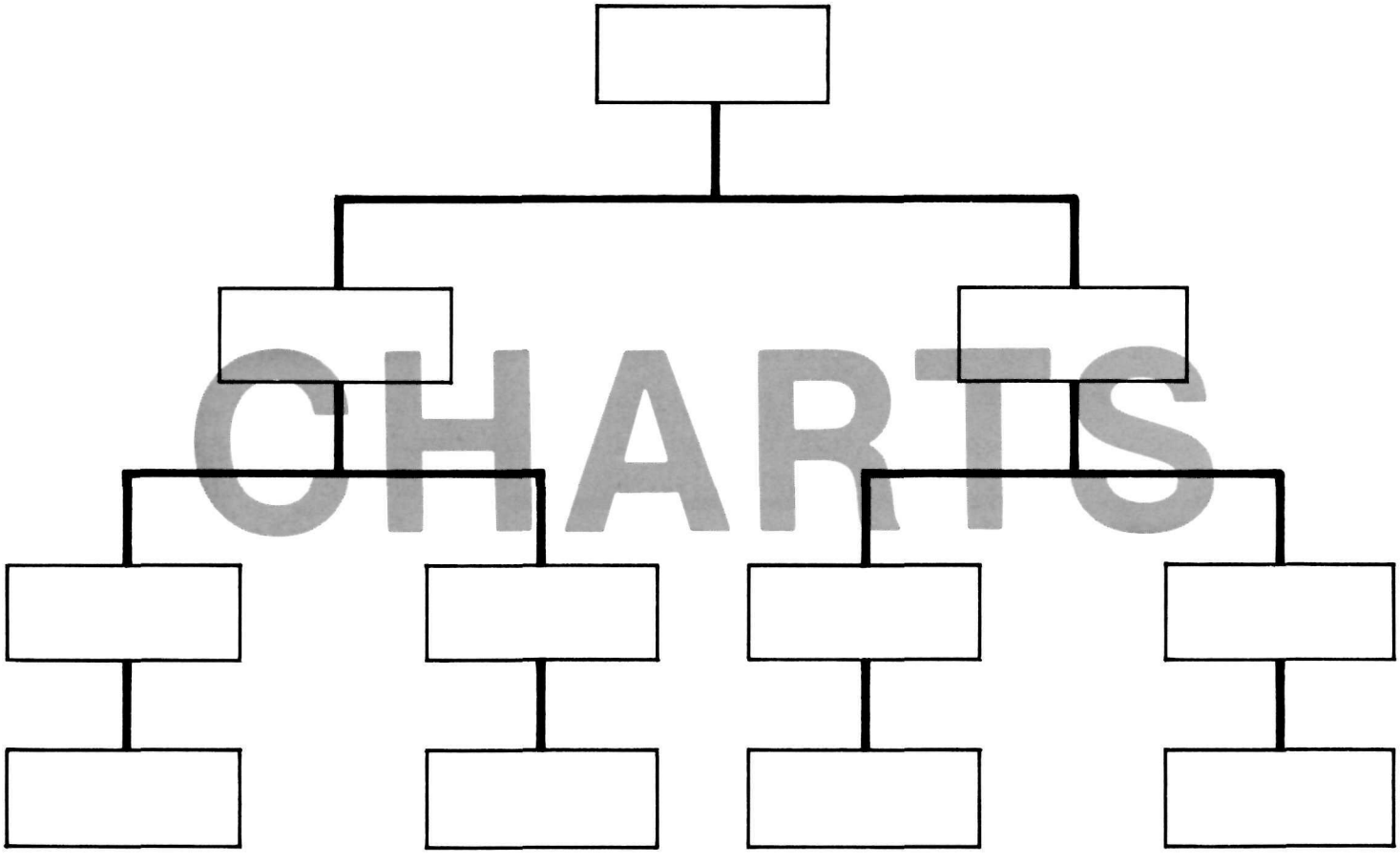
These charts attempt to follow two segments of the organization from their inception during the early years. Administration which dates back to the first Chief Clerk and Resource Management & Interpretation which dates to the Education Branch established in 1925. If one actually follows the "timeline" one can see more about what has philosophically happened within the organization. Such a review may lend credence to the statement "everything changes, yet nothing is changed." If one follows from 1925 it is possible to watch the ebb and flow of the organization as forestry (ranger activities) and history spin off, go their own way for a period of time, history and natural history combine for another period of time, and see in 1985 that ranger activities and interpretation are combined in Visitor Services, and history and museums are separate under their own Associate Director. The Administrative chart shows total organizational growth in terms of support services needed--from a Chief Clerk who did everything to today's organization where the major functions have become highly technical specialties from budget formulation to budget execution, procurement to property management to personnel management, et. al.

Epilogue

With this type of publication an epilogue is not called for, nor is it a literary necessity; however, a concluding remark or two does seem appropriate. For those of us who have spent most of our adult lives with the organization it is a living, breathing way of life in which people play an important part. The ebb and flow of the organization is and has been directly related to the Directors and the people in positions of influence. Although what you have seen on the preceding 134 pages does bear this out, it is only a start toward placing people in perspective to the organization. As the document developed, a number of additional items or points became apparent. A great deal of the documentation available was "after the fact," leading to a conclusion that Directors tried organizations and if they were found to work they were formally established. Organizational recordkeeping over the years has been somewhat lax or disjointed at best, which would lead one to the conclusion that as an organization we have relied on the "old hands" to be the keepers of the institutional or organizational memory. Photographs of people are difficult to come by, and identification of people in group photographs is almost a lost art. Harpers Ferry Center and its Springfield, Virginia, office do an outstanding job in finding pictures. What would help them or any other Service photograph repository is clear definition of time, place, or person(s) identification of every item sent to them.

This work should be viewed as a start, not a finished product. Hopefully, readers can add names, thoughts and photographs that will add to what is already here. If anyone can add to the material, I am sure future historians would be pleased.

Russ Olsen


CHARTS

Organizational Charts

- 1917
- 07-01-1919
- 1925
- 1926
- 07-01-1927
- 1928
- 1930 to 10-14-1931
- 10-15-1931 to 06-30-1932
- 07-01-1932
- 1933 to 12-05-1934
- 12-06-1934 to 10-09-1935
- 10-10-1935 to 09-30-1936
- 09-30-1936 to 07-01-1937
- 07-01-1937 to 09-30-1938
- 08-01-1938 to 06-30-1941
- 07-01-1941 to 06-30-1943
- 07-01-1943 to 12-01-1946
- 12-02-1946 to 06-30-1948
- 07-01-1948 to 12-26-1949
- 12-27-1949 to 05-22-1951
- 05-23-1951 to 12-09-1951
- 12-10-1951 to 09-09-1954
- 09-10-1954 to 10-01-1956
- 10-02-1956 to 08-05-1957
- 08-06-1957 to 12-03-1961
- 12-04-1961 to 12-16-1965
- 12-17-1965 to 07-09-1968
- 07-10-1968 to 08-03-1969
- 08-04-1969 to early 1970
- early 1970 to mid-year 1971
- mid-year 1971 to 03-29-1972
- 03-30-1972 to 09-18-1973
- 09-19-1973 to 05-13-1976
- 05-14-1976 to 07-19-1978
- 07-20-1978 to 06-22-1981
- 06-23-1981 to 01-03-1982
- 01-04-1982 to 02-25-1983
- 02-26-1983 to
- Naturalists, Rangers, & Historians
- Administrative

CHART 1

In the early years of the Service there were no formal organization charts developed. There were personnel listings from which it was possible to develop functional organizational layouts. This first chart depicts more how the six people in the organization related one to the other than it does to any headquarters function. As one begins to look at the organizational growth from 1917 to 1985, it might be well to consider the first and the last for a moment. The legislation that established the Service, approved on August 25, 1916 (39 Stat 535), authorized a Director to be paid at $4,500 per year, an Assistant Director to be paid $2,500 per year, a Chief Clerk to be paid $2,000 per year, a draftsman to be paid $1,800 per year, a messenger to be paid $600 per year, and additionally authorized other staff in Washington, DC at a cost not to exceed $8,100 per year. Total salary cost of the Washington Office by simple addition could not exceed $19,500. The first organization had six people. Compare in your mind these six people to 1985's approximately 825, and the $19,500 (expanded to allow for current inflation, this would be $270,000) to 1985's $29,568,000. As of August 25, 1916, 14 National Parks, 21 National Monuments, Hot Springs Reservation, and Casa Grande ruins were to be administered by the Service. One National Park and one Monument were added in 1917. Just this brief comparison will give one an indication of growth.

NATIONAL PARK SERVICE
ORGANIZATION IN: 1917

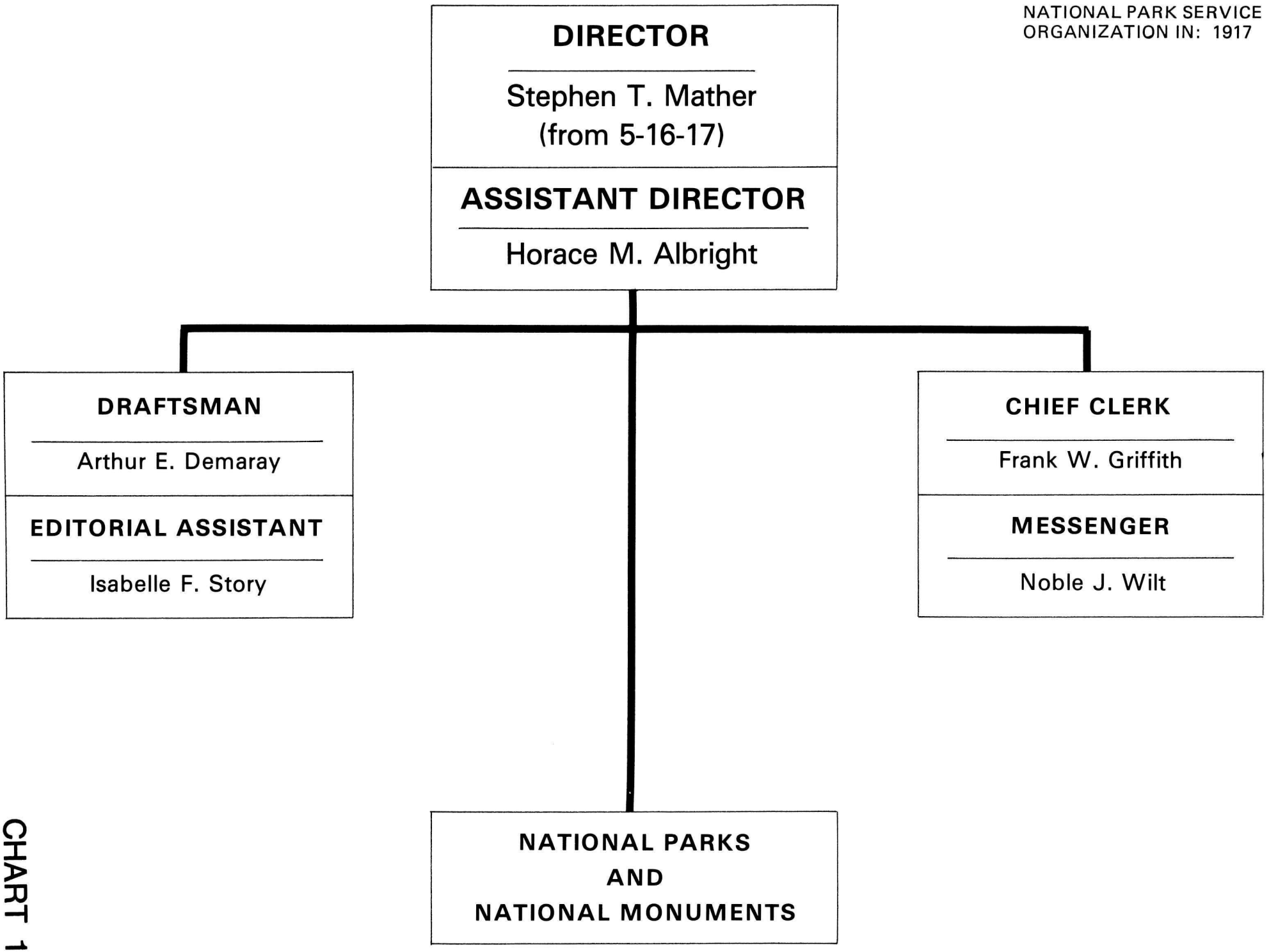


CHART 1

CHART 2

This chart shows the creation of two new functions; Engineering and Landscape Engineering as field entities. Engineering was located in Portland, Oregon, where it remained until 1926, and Landscape Engineering which was apparently first located in Yosemite National Park, and then moved to Los Angeles, California, in 1923. The number of areas administered had increased to 44 by the end of 1919.



An early photograph of Isabelle Story, the first Information Officer of the National Park Service. She retired in 1956.

Drawn from *Official Register of the United States* (1919); *Administrative History: Expansion of the National Park Service in the 1930's* (1983)

NATIONAL PARK SERVICE
ORGANIZATION FROM: 1919 AS OF JULY 1

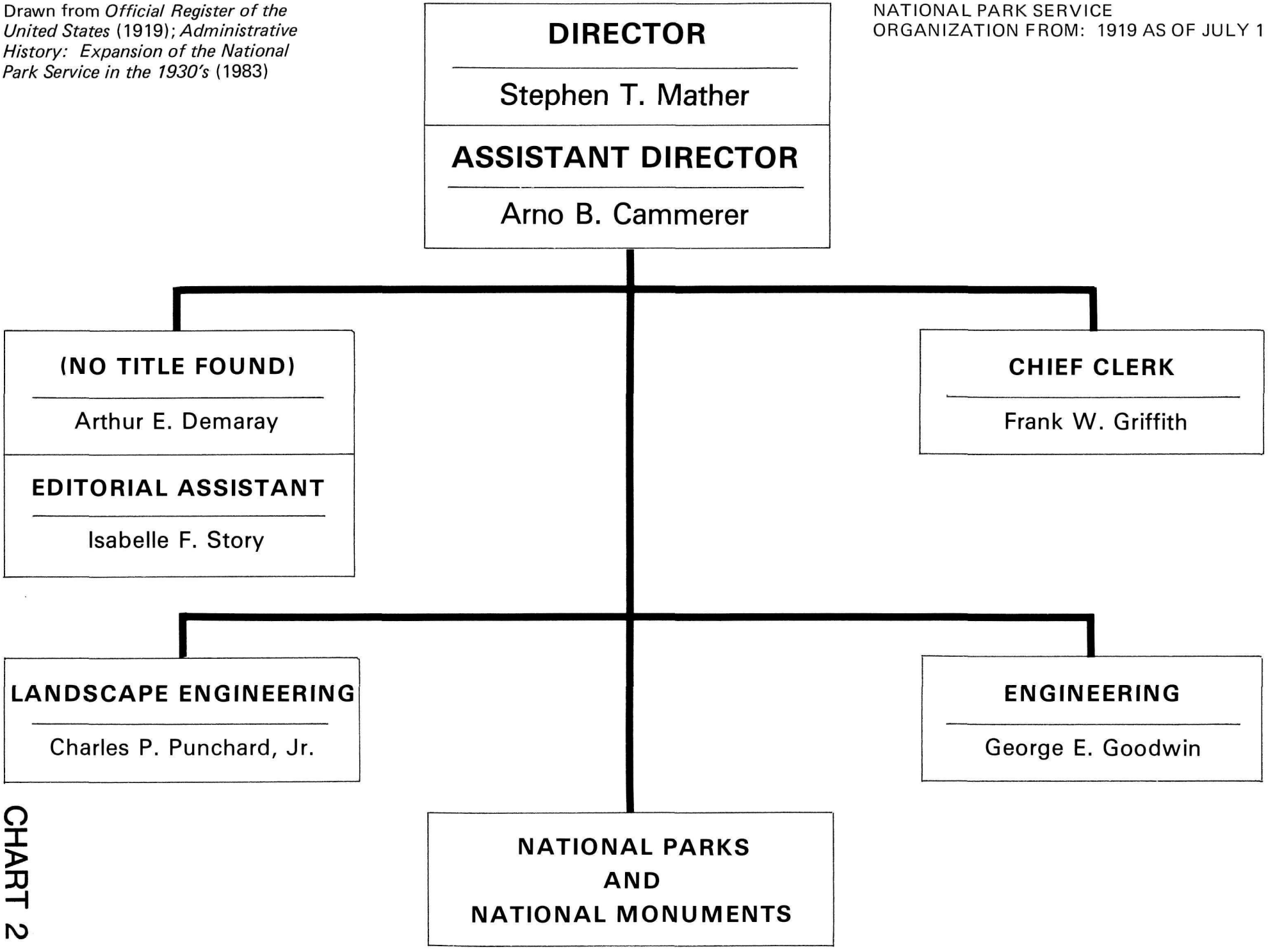


CHART 2

CHART 3

The chart shows the establishment of two new functions; an investigative function in the Washington Office with an Assistant Chief. This was an audit unit/function for the franchised public utilities (concessions) and an education (natural history) function that was the progenitor of the ranger, naturalist, and park system related history functions of 1985. The landscape architectural function was still in Los Angeles, California, the education function was on the University of California campus in Berkeley, California, and the engineering function was by this time in Yellowstone National Park. There also was an Assistant in Operations and Public Relations function established in the Washington Office. Mr. Demaray filled this position, and one is able to see his growth in the developing organization. There were 54 diverse areas in the system by the end of 1925.

Drawn from *Official Register of the United States* (1925); *Administrative History: Expansion of the National Park Service in the 1930's* (1983)

NATIONAL PARK SERVICE
ORGANIZATION IN: 1925

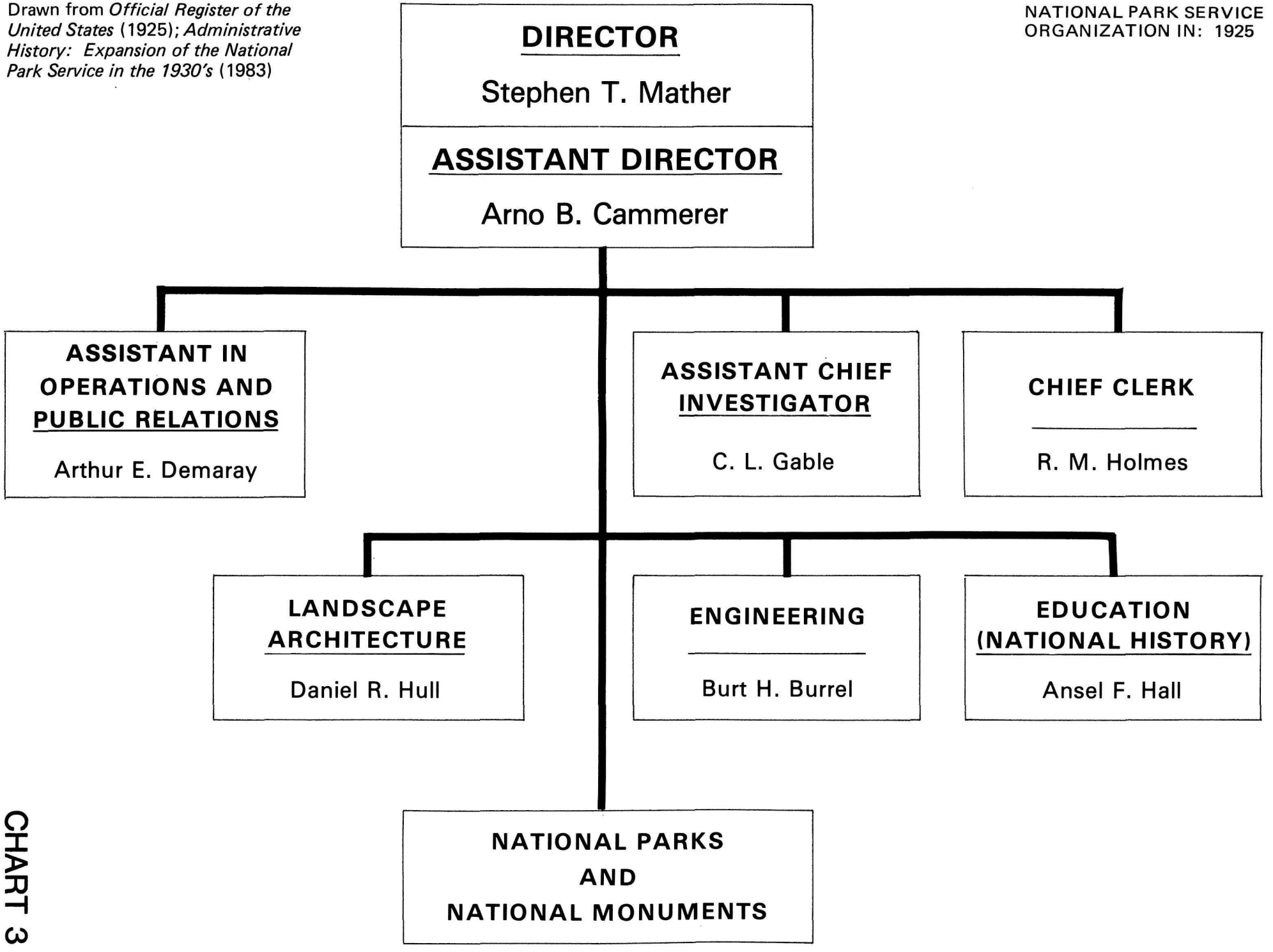


CHART 3

CHART 4

The chart is basically the same as Chart number 3, however, the investigator (audit) unit was deleted for an unknown reason. It did, however, appear again in 1927 retitled as Auditors, Park Operators Accounts (Field).

Drawn from *Official Register of the United States* (1926); *Administrative History: Expansion of the National Park Service in the 1930's* (1983)

NATIONAL PARK SERVICE
ORGANIZATION IN: 1926

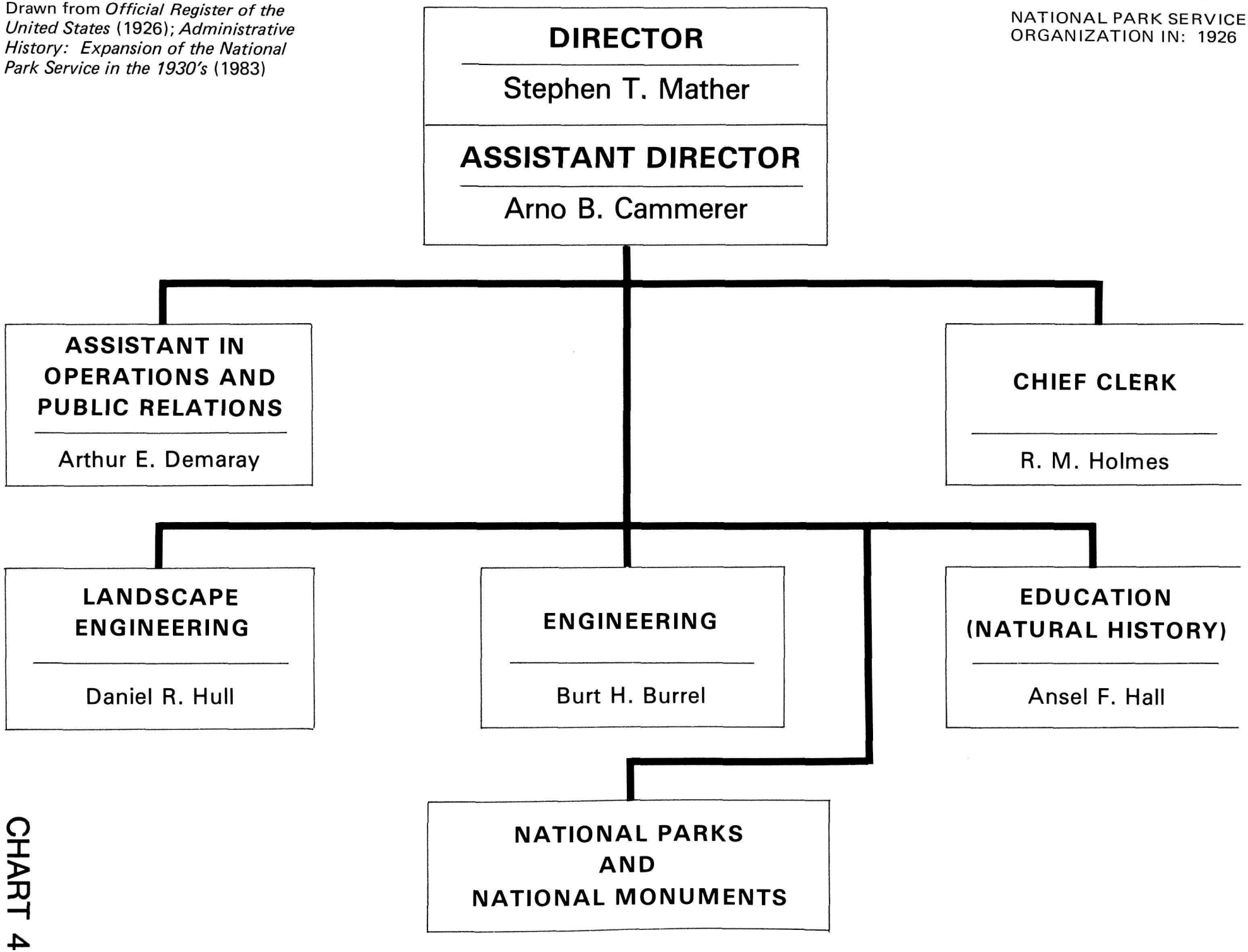


CHART 4

CHART 5

A legal function was charted for the first time with George Moskey as the law officer. The engineering and landscape engineering functions moved to San Francisco, California towards the end of 1927. The Southwestern Monuments group was established (charted), with Frank M. (Boss) Pinkley as Superintendent. As an aside, anyone who gets the chance should read, "Boss" Pinkley's Ruminations, a compendium of his monthly reports last published in 1959. One would have to draw the conclusion that the Washington Office realized that it could not directly manage all of the growing number of areas. An Assistant Director (Field) is established. The Superintendent of Yellowstone, Horace Albright, is assigned this collateral duty. This is another indication that Director Mather and Assistant Director Cammerer could not personally handle all matters outside of Washington in what was by this time a ten year old still growing organization.



Casa Grande National Monument and Frank M. (Boss) Pinkley, Superintendent, Southwestern Monuments (circa 1930).

Redrawn from organization chart dated 7-1-27 located at the National Archives, Washington, D.C.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 7-1-27

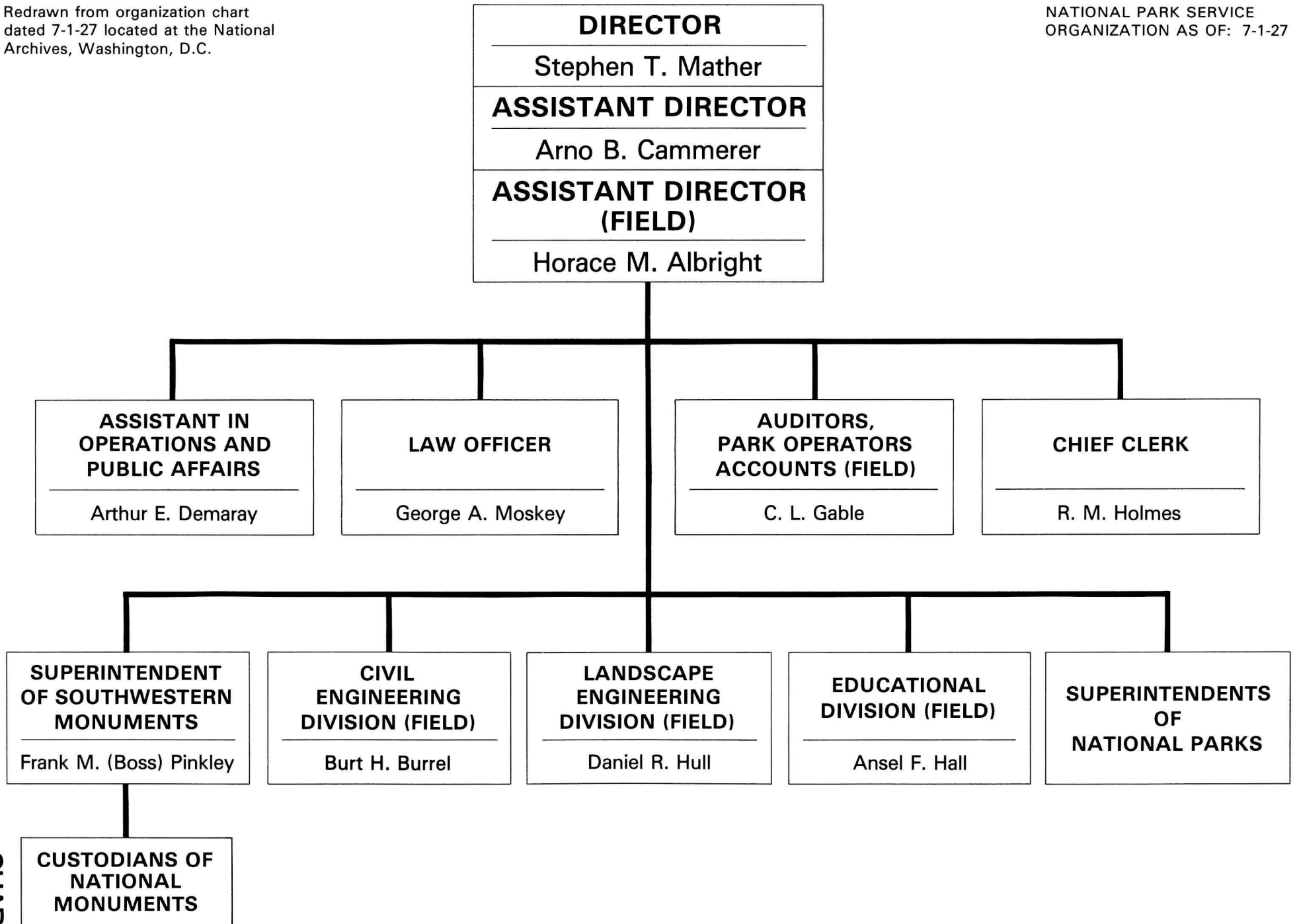


CHART 5

CHART 6

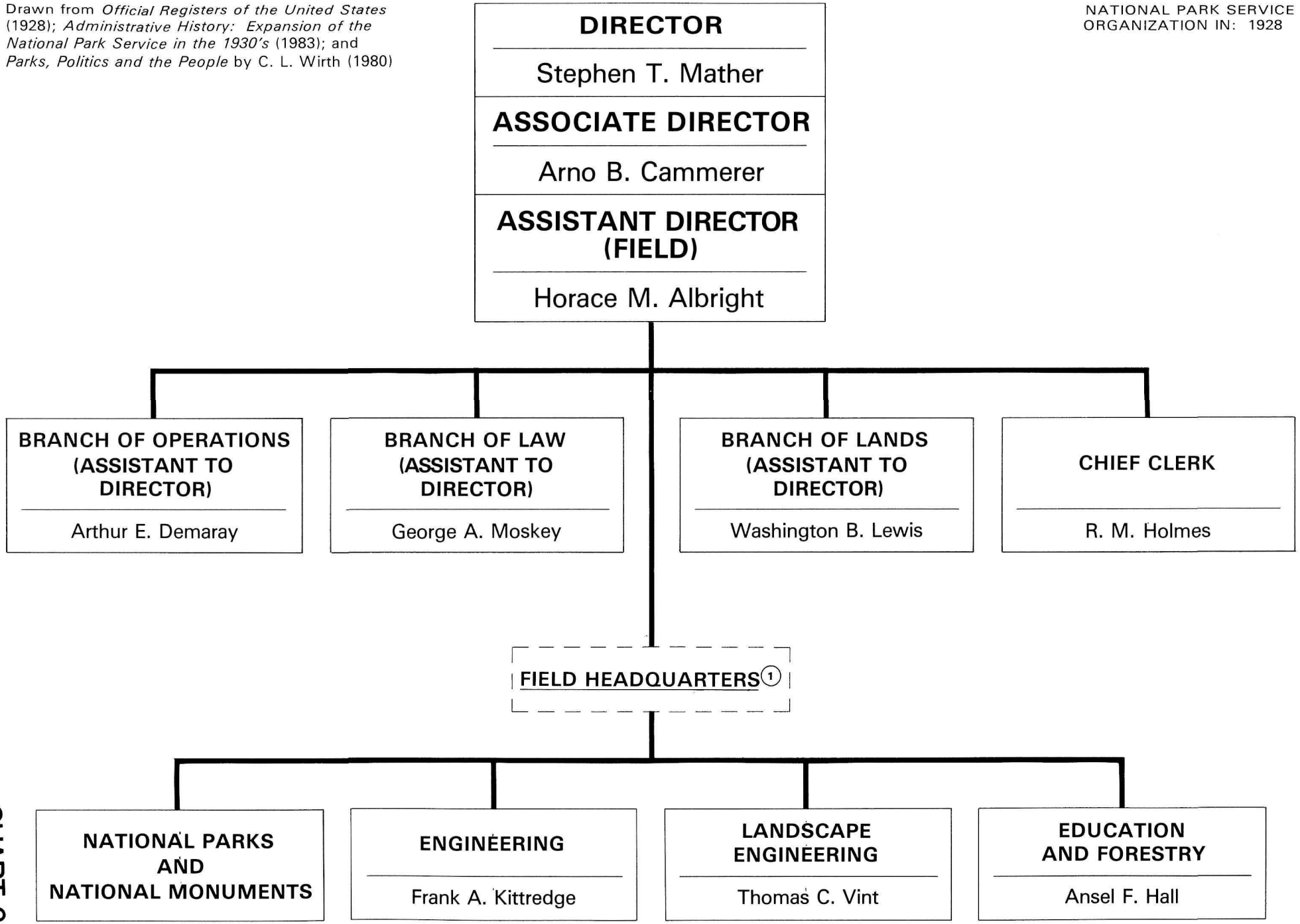
The alter-ego position was retitled Associate Director. Functional branches were established with Assistants to the Director for Operations, Law, and Lands. Washington B. Lewis, Superintendent of Yosemite, fills the Lands position. A field headquarters shows up on this chart. From all that can be pieced together this was not an actual organization but a hypothetical one to show a separation of the Washington headquarters functions from those functions in the field. Howard Baker recollects that each "Field" function was autonomous and each was in a separate building in the San Francisco, California, Bay area. Forestry was recognized as a function with the creation of an Education and Forestry Branch under Ansel Hall, who was the Chief Forester. John Coffman was hired as the Fire Control expert. He was to remain with the headquarters office until 1951.



The Education & Forestry staff in Berkeley, California.
Front row L to R: Mr. Yeager, Carl Russell, Ansel Hall, Mr. Harwell.
Back row L to R: Mr. Brakman, John Coffman, Mr. Bean and Mr. McKee.

Drawn from *Official Registers of the United States* (1928); *Administrative History: Expansion of the National Park Service in the 1930's* (1983); and *Parks, Politics and the People* by C. L. Wirth (1980)

NATIONAL PARK SERVICE
ORGANIZATION IN: 1928



(1) Although shown on charts in block fashion was in reality a hypothetical organization to denote physical location outside Washington, D.C.

CHART 6

CHART 7

A branch of Research and Education is established in the Washington Office under Harold C. Bryant. Assistant Director positions are established.



Harold C. Bryant, Assistant Director, Research & Education.

Drawn from *Official Register of the United States* (1930); *Administrative History: Expansion of the National Park Service in the 1930's* (1983); *Parks, Politics and the People* by C. L. Wirth (1980)

NATIONAL PARK SERVICE
ORGANIZATION IN: 1930
IN EFFECT UNTIL: 10-14-31

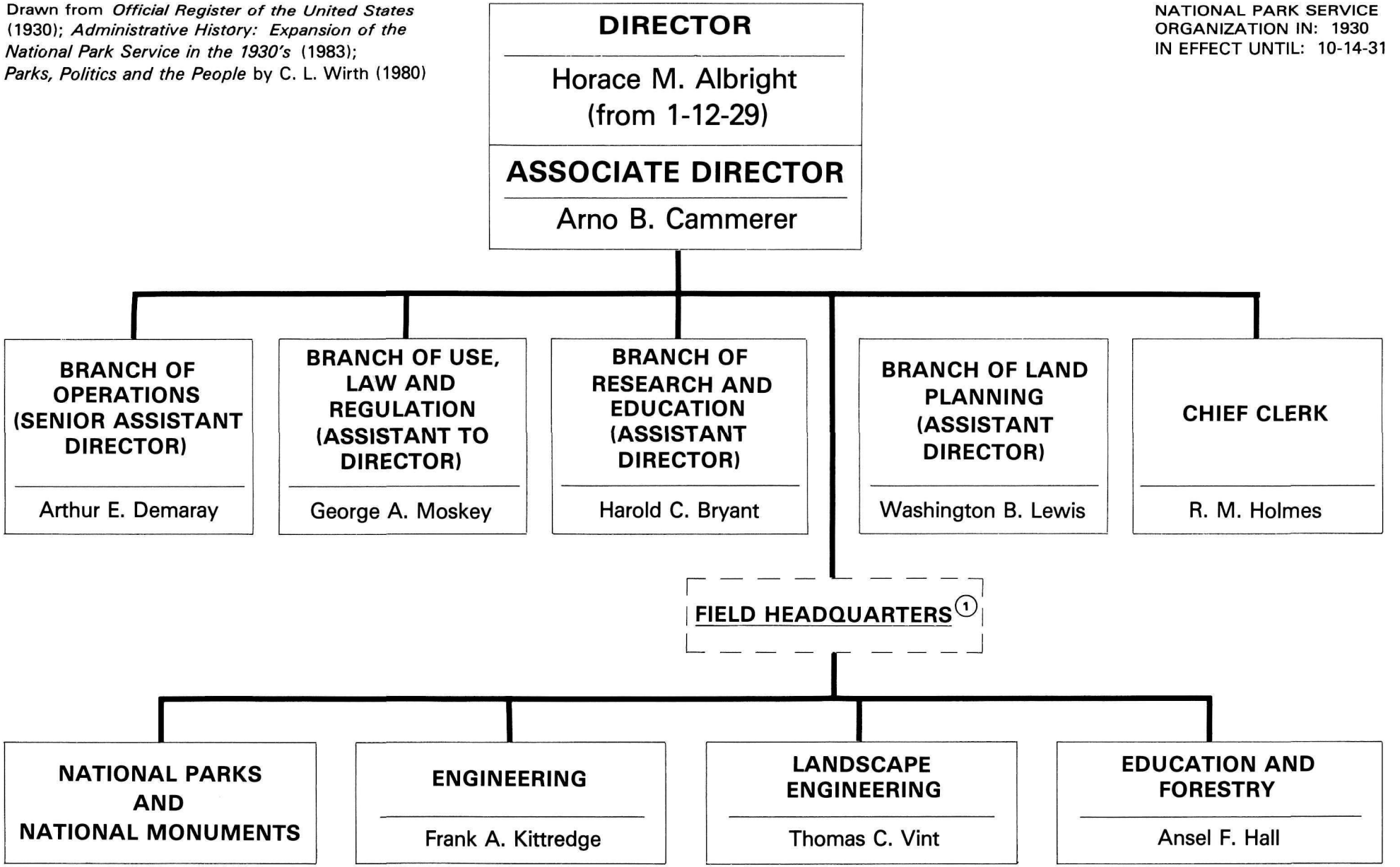


CHART 7

(1) Although shown on charts in block fashion was in reality a hypothetical organization to denote physical location outside Washington, D.C.

CHART 8

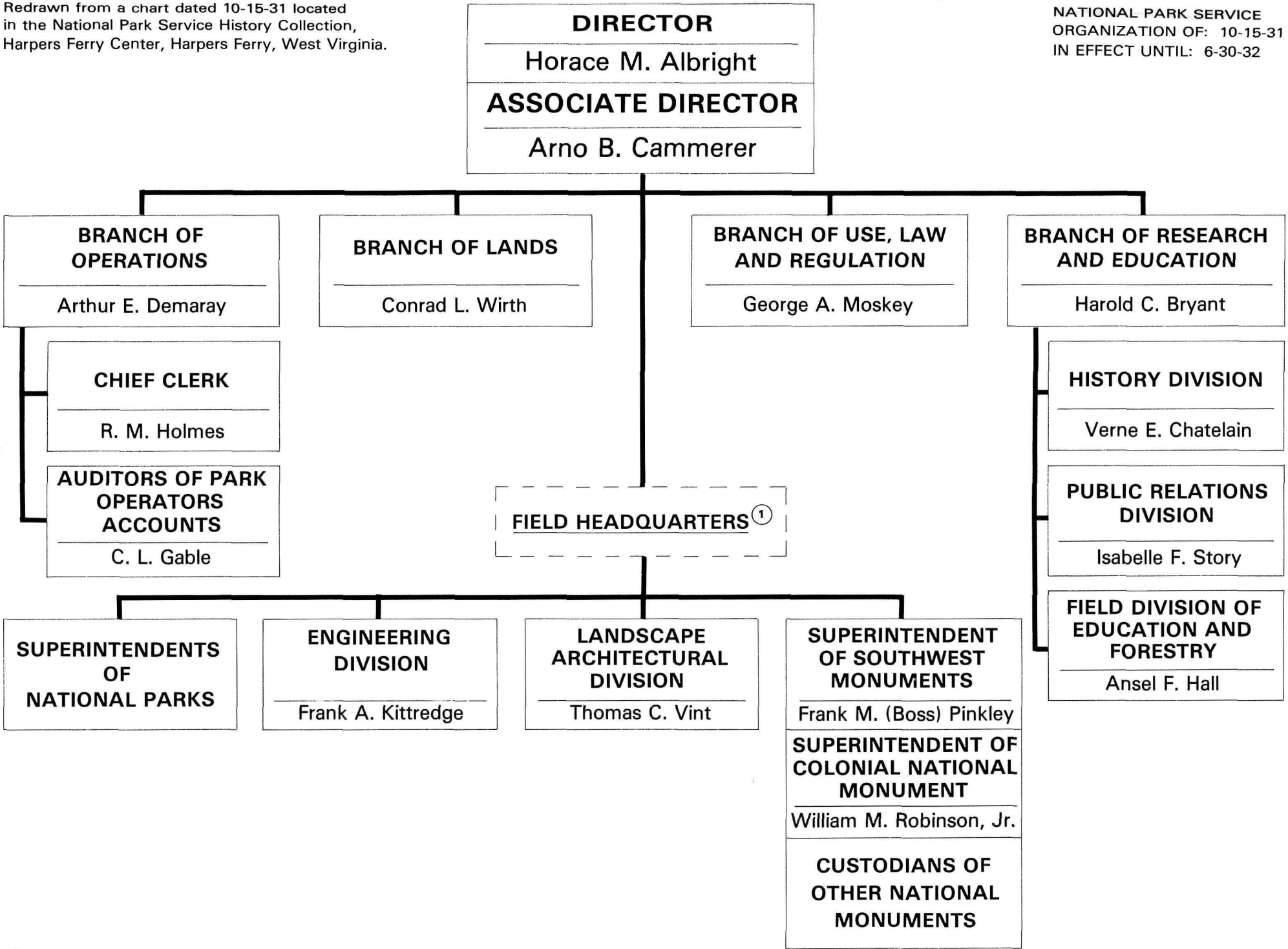
A History division under Research and Education was established. Education and Forestry is absorbed into the Branch of Research and Education but still maintains an office on the West Coast. The Chief Clerk functions are moved under the Branch of Operations. Conrad Wirth takes over the Lands functions from Washington Lewis.



An early picture, prior to establishment of Morristown Historical Park, with Director Albright and Chief Historian Verne Chatelain. L to R: Nelson Butera, City Clerk, Morristown, New Jersey; Director Albright; Judge Edward Mills; Lloyd W. Smith, donor of Jockey Hollow; Clyde Potts, Mayor of Morristown, New Jersey; Grey Higbre, President, Morristown Chamber of Commerce; Verne Chatelain, Chief Historian; Tom Dolan.

Redrawn from a chart dated 10-15-31 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia.

NATIONAL PARK SERVICE
ORGANIZATION OF: 10-15-31
IN EFFECT UNTIL: 6-30-32



(1) Although shown on charts in block fashion was in reality a hypothetical organization to denote physical location outside Washington, D.C.

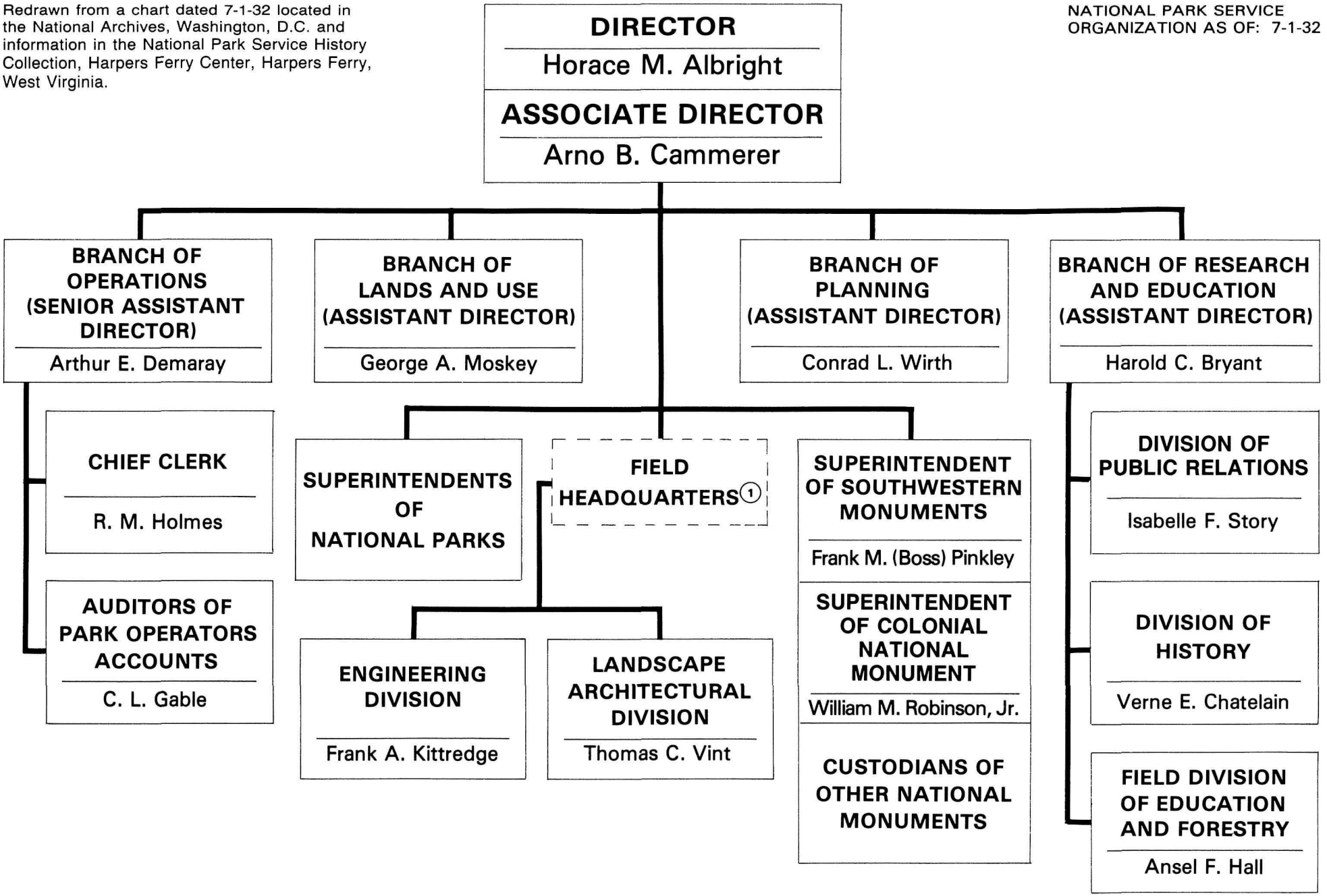
CHART 8

CHART 9

There are functional name changes. Some of the land functions were assigned to the legal staff which was titled Branch of Lands and Use. Mr. Wirth's function was retitled Branch of Planning. Colonial National Monument, an eastern area shows up on the chart.

Redrawn from a chart dated 7-1-32 located in the National Archives, Washington, D.C. and information in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 7-1-32



① Although shown on chart in block fashion was in reality a hypothetical organization to denote location outside Washington, D.C.

CHART 9

CHART 10

The Assistant Director Operations function begins to look more and more like the Administrative arm of the Service and becomes responsible for the concessions function (Park Operators Accounts), the budget function (Control Division) and all of the Chief Clerks functions. The Field Education Division was physically moved to Washington. The Landscape Architecture Division is decentralized to Districts. The names Langley, Sager, Wosky and Baker show up for the first time; these same names will appear on many subsequent charts. Mr. Wirth's planning function was retitled Lands but it still retained the planning function as is evidenced by the subordinate units. Horace Albright was replaced by Arno Cammerer, Arthur Demaray becomes Associate Director, and Hillory Tolson becomes the Assistant Director, Operations. It was during this period that Executive Order 6166 was signed and the official name of the organization became "Office of National Parks, Buildings and Reservations," the official name did not again become National Park Service until March 10, 1934.

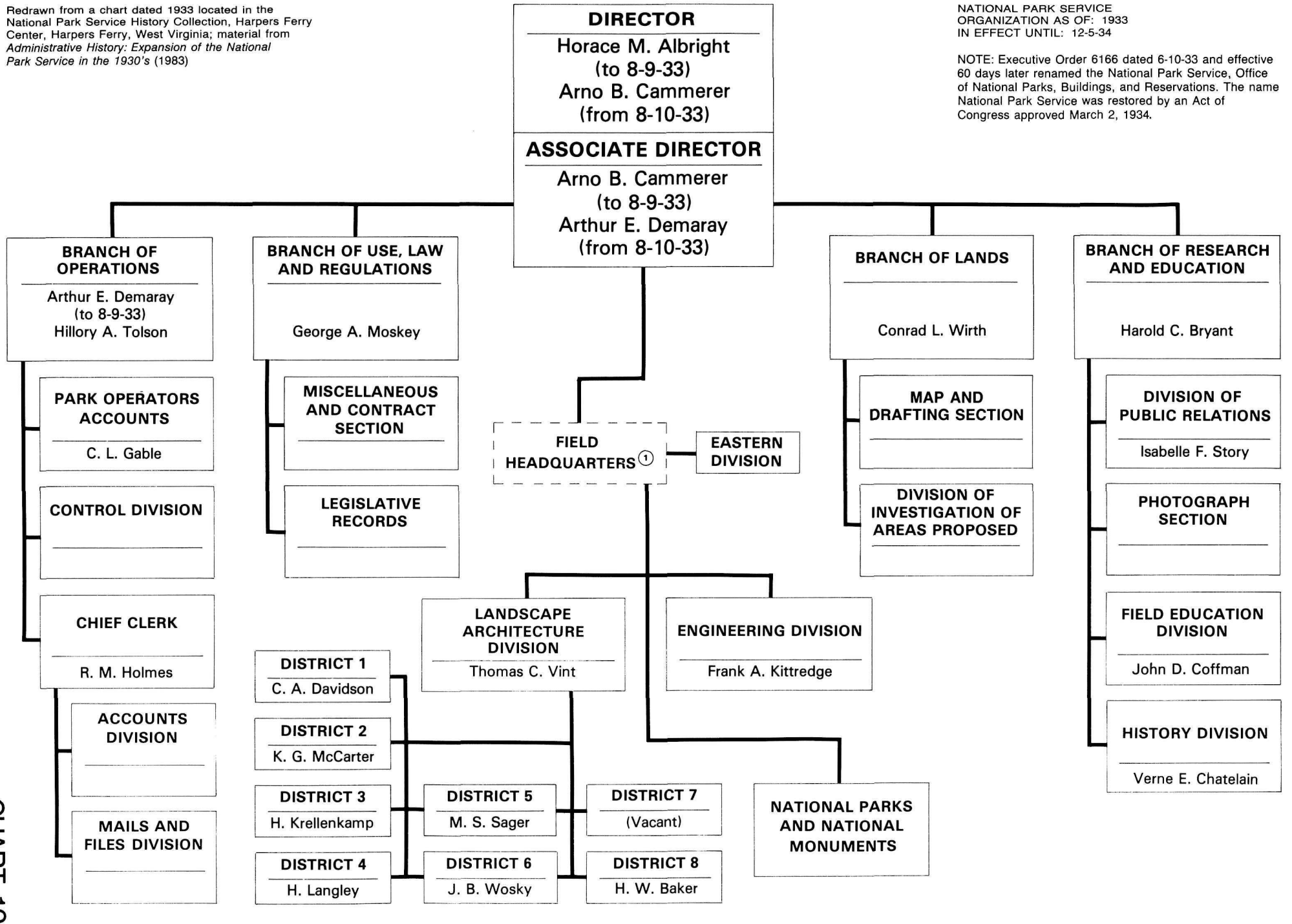


Merle Sager, Landscape Architect, District 5. He retired as Chief Landscape Architect.

Redrawn from a chart dated 1933 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia; material from *Administrative History: Expansion of the National Park Service in the 1930's* (1983)

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 1933
IN EFFECT UNTIL: 12-5-34

NOTE: Executive Order 6166 dated 6-10-33 and effective 60 days later renamed the National Park Service, Office of National Parks, Buildings, and Reservations. The name National Park Service was restored by an Act of Congress approved March 2, 1934.



(1) Although shown on chart in block fashion was in reality a hypothetical organization to denote location outside Washington, D.C.

CHART 10

CHART 11

This organization reflects Executive Order 6166 with the establishment of an Assistant Director, Buildings Management, for the Washington, DC functions absorbed. At this point in time, the National Park Service had those functions that in 1985 are clearly associated with the Public Buildings Service of the General Services Administration (GSA). The Branch of Landscape Architecture became the Branch of Plans and Design and had an Eastern and Western Division reflecting the increase of Eastern parks. National Capital Parks appears on this chart for the first time as a result of the Executive Order. The Lands Branch was again retitled as Recreational Land Planning. This was the unit that would oversee the Civilian Conservation Corps program. The beginnings of cooperative relationships with the States also is charted.



Tom Vint's staff on the roof of the Interior Building in the mid-1930's. Tom Vint is third from the left in the front row. Howard Baker is behind Mr. Vint's right shoulder. Dudley Bayliss is in the same row as Mr. Baker directly to his right. William Carnes is standing first from the left in the second row.

Redrawn from charts dated 12-6-34 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia; Material from *Administrative History: Expansion of the National Park Service in the 1930's* (1983)

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 12-6-34
IN EFFECT UNTIL: 10-9-35

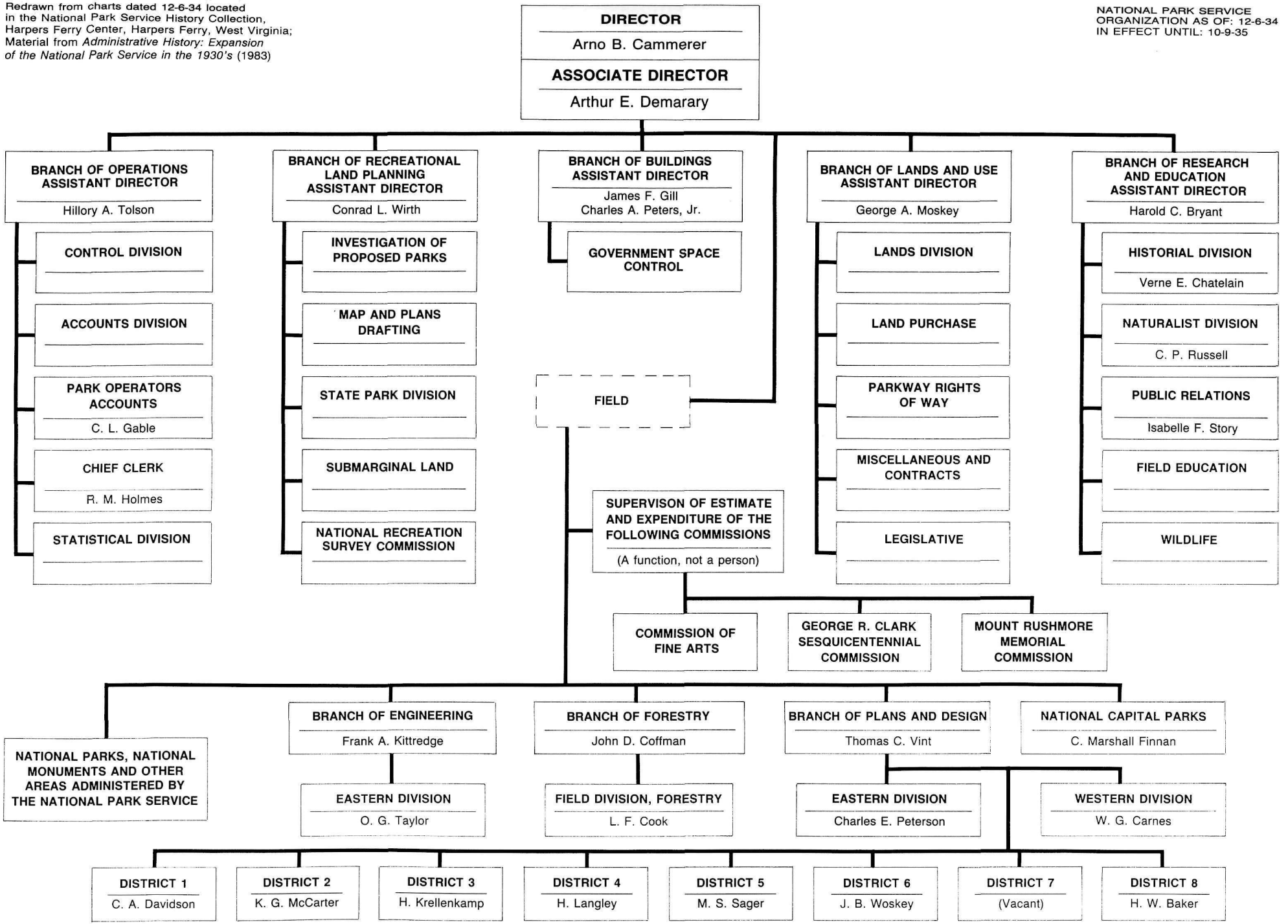
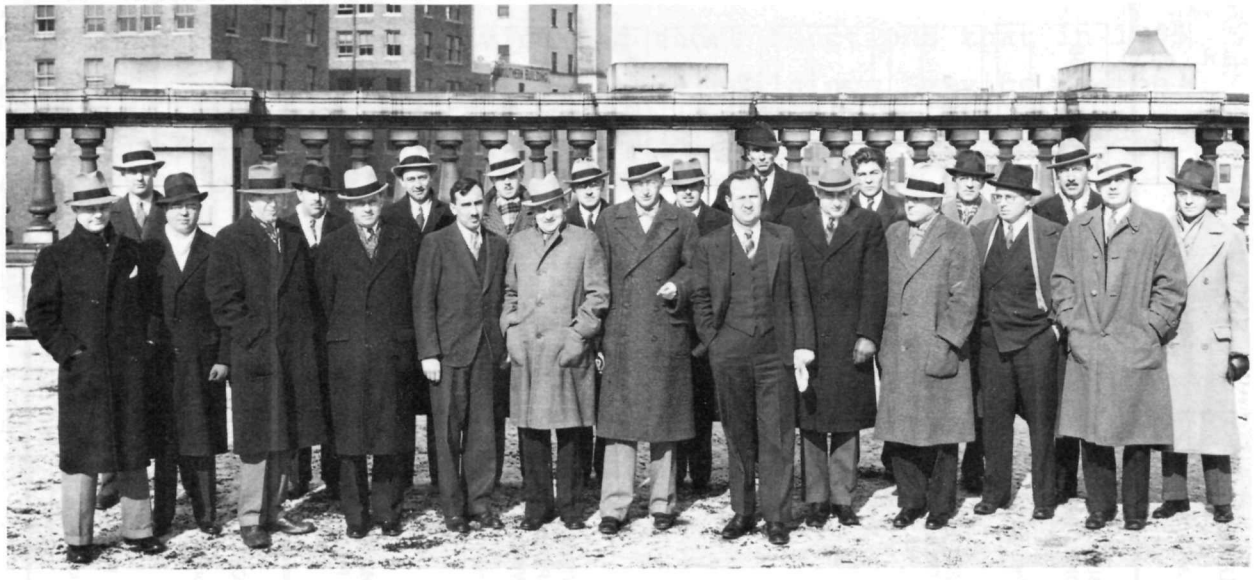


CHART 11

① Although shown on charts in block fashion was in reality a hypothetical organization to denote physical location outside Washington, D.C.

CHART 12

The major change in this chart is the creation of a separate Assistant Directorship for the History function.



Conrad Wirth and the State Parks Division, January 26, 1936. Mr. Wirth is hatless in the first row.

Redrawn from chart following p. 249 in *Administrative History: Expansion of the National Park Service in the 1930's* (1983)

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 10-10-35
IN EFFECT UNTIL: 9-30-36

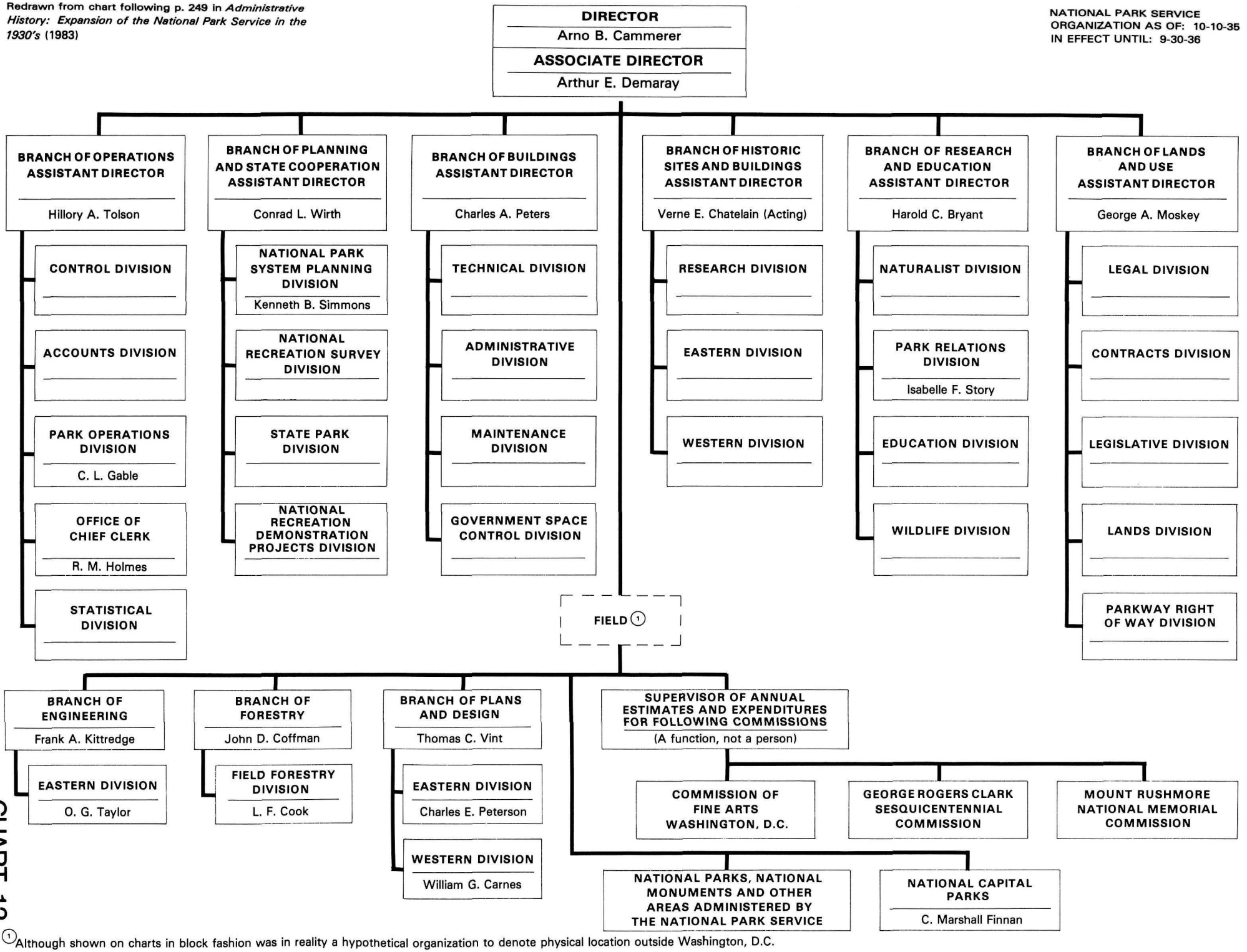
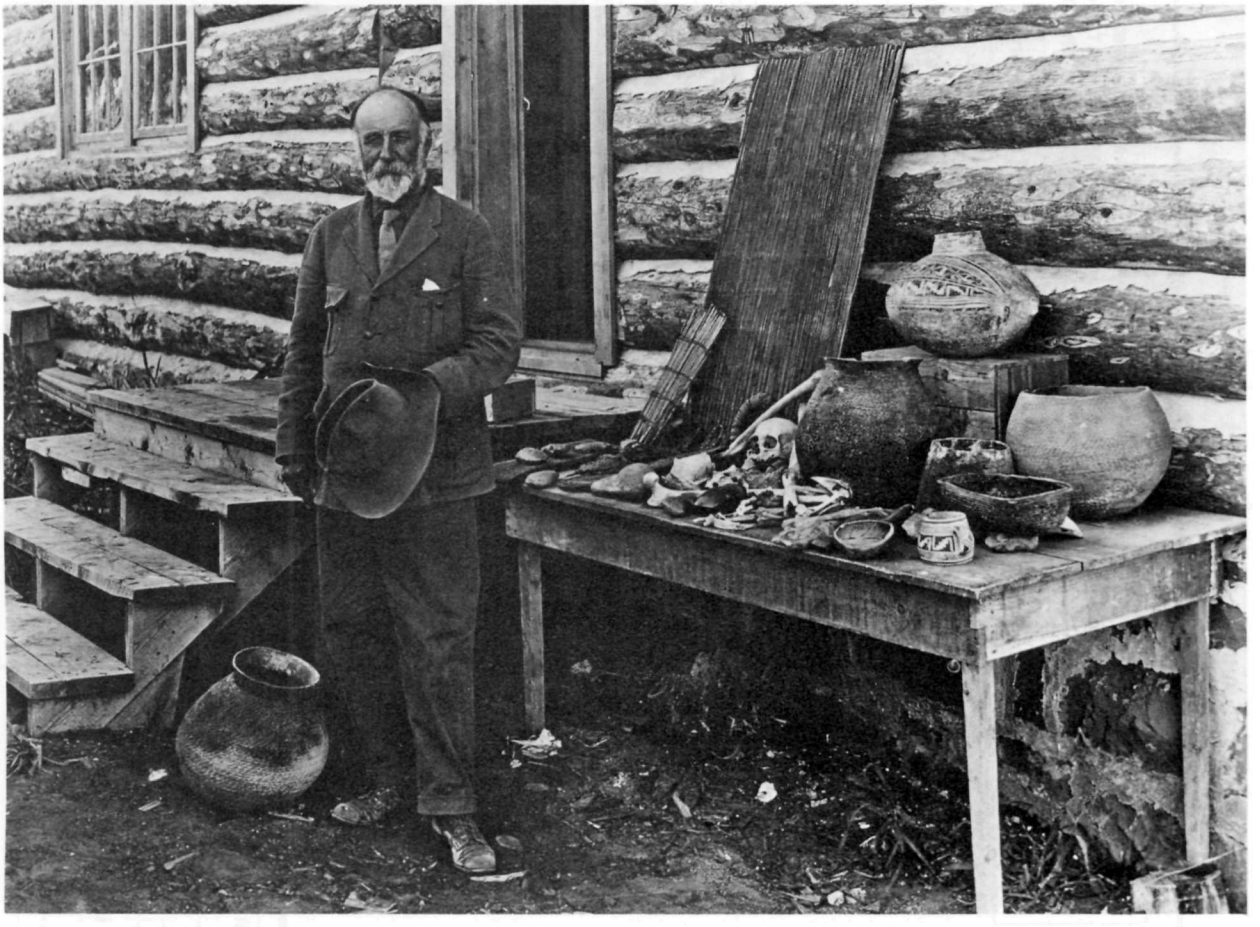


CHART 12

(1) Although shown on charts in block fashion was in reality a hypothetical organization to denote physical location outside Washington, D.C.

CHART 13

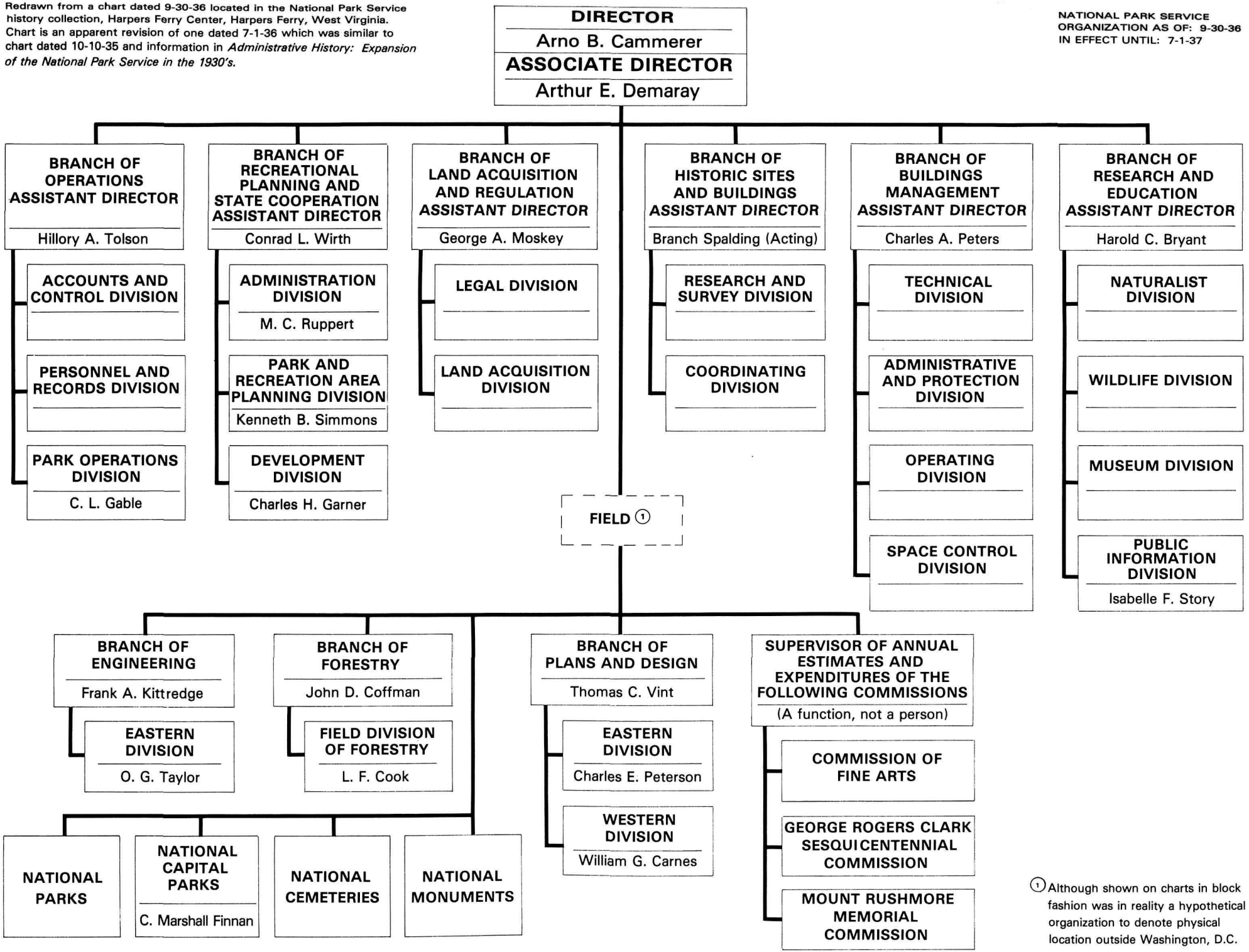
This chart primarily shows the addition of a museum function under the Research and Education Assistant Directorate.



One of the first museums in the National Park Service at Mesa Verde National Park.

Redrawn from a chart dated 9-30-36 located in the National Park Service history collection, Harpers Ferry Center, Harpers Ferry, West Virginia. Chart is an apparent revision of one dated 7-1-36 which was similar to chart dated 10-10-35 and information in *Administrative History: Expansion of the National Park Service in the 1930's.*

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 9-30-36
IN EFFECT UNTIL: 7-1-37



(1) Although shown on charts in block fashion was in reality a hypothetical organization to denote physical location outside Washington, D.C.

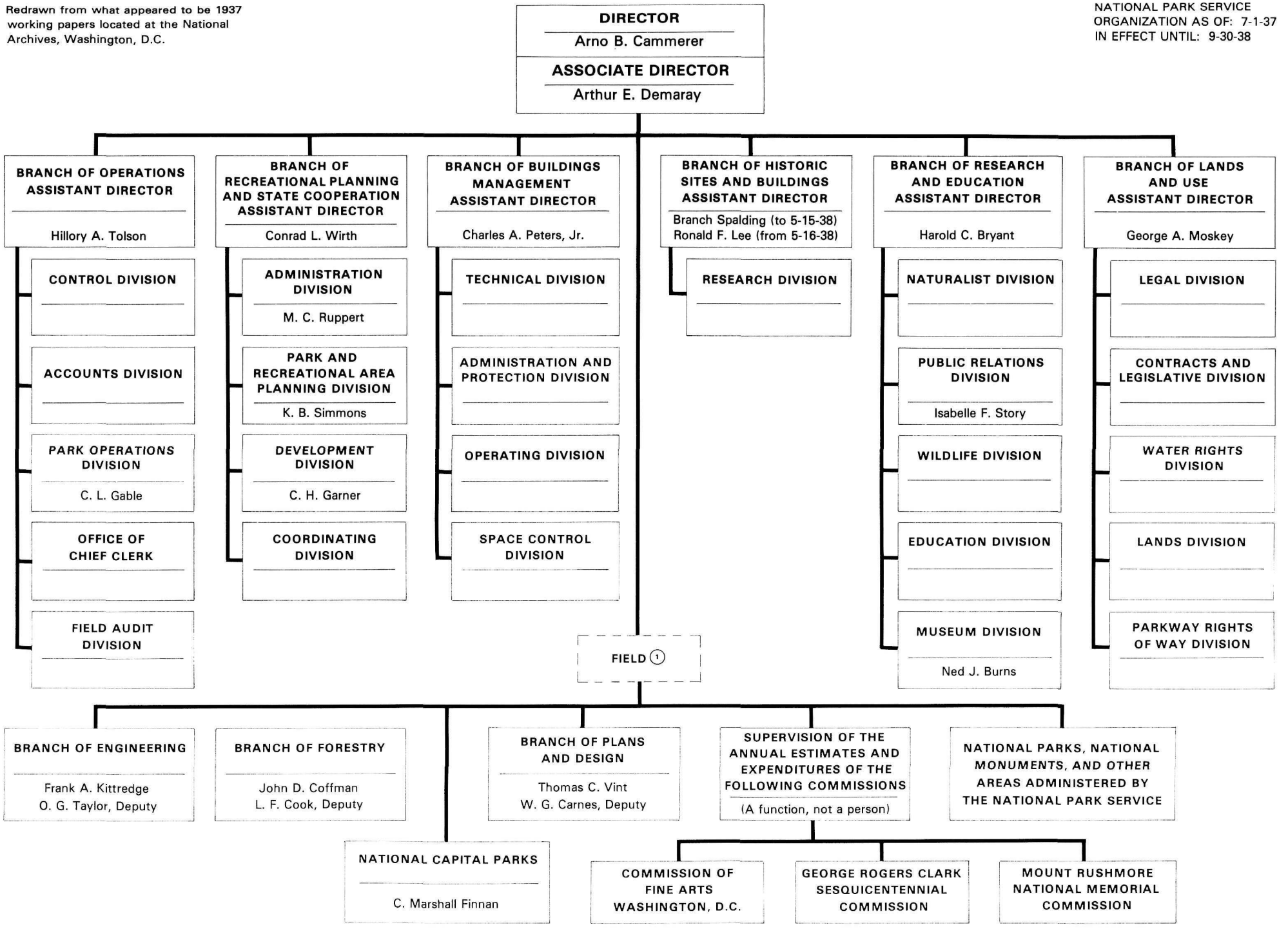
CHART 13

CHART 14

What is interesting to note on this chart and several previous charts is that the hypothetical Field organization continually appears on the charts yet Mr. Vint and Mr. Coffman were physically located in Washington, D.C., while the Branch of Engineering was still in San Francisco, California. Apparently "head" counts as to employee location were just as important in this period as they are in 1985.

Redrawn from what appeared to be 1937 working papers located at the National Archives, Washington, D.C.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 7-1-37
IN EFFECT UNTIL: 9-30-38



(1) Although shown on charts in block fashion was in reality a hypothetical organization to denote physical location outside Washington, D.C.

CHART 14

CHART 15

This chart primarily reflects the establishment of Regional Offices--this chart, like several others, is "after the fact documentation" of what has occurred. Regional Offices were established in the later part of 1937 but apparently not formally documented on a chart until August of 1938. With the establishment of Regional Offices, the Branch of Engineering moved to Washington and the Chief Engineer, Frank Kittredge, became the first Regional Director in Region IV, San Francisco, California. A Safety Division as a functional entity first appears and the U.S. Travel Bureau shows up as a National Park Service function. During this period, Arno B. Cammerer stepped down as Director and became the Regional Director in Richmond. Newton Drury became the fourth Director of the National Park Service. Note that there were no Assistant Directors in this organization.

Redrawn from charts dated 10-1-38 located at the National Archives, Washington, D.C. and the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia. This chart apparently was the organization from 8-1-38 to 6-30-41.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 8-1-38 (2)
IN EFFECT UNTIL: 6-30-41

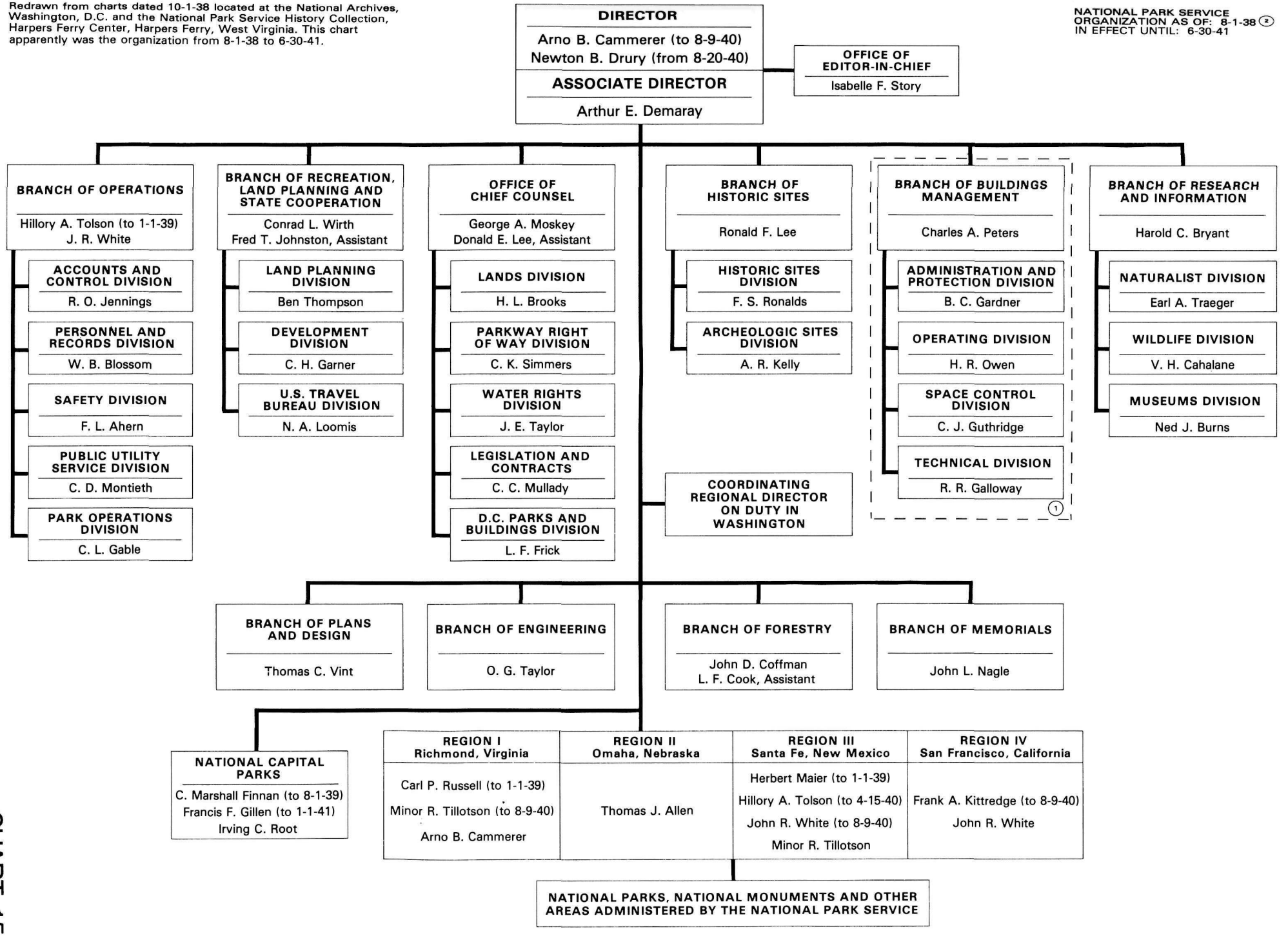


CHART 15

(1) Deleted from NPS 7-1-39

(2) *Administrative History: Expansion of the National Park Service in the 1930's* (1983) p. 203 states this was organization effective 8-1-38 although reference chart carries a date of 10-1-38

CHART 16

There is basically no change in the functional organization of the Service. As drawn, the Office of General Counsel is a "staff" organization with no "line" authority.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 7-1-41
IN EFFECT UNTIL: 6-30-43

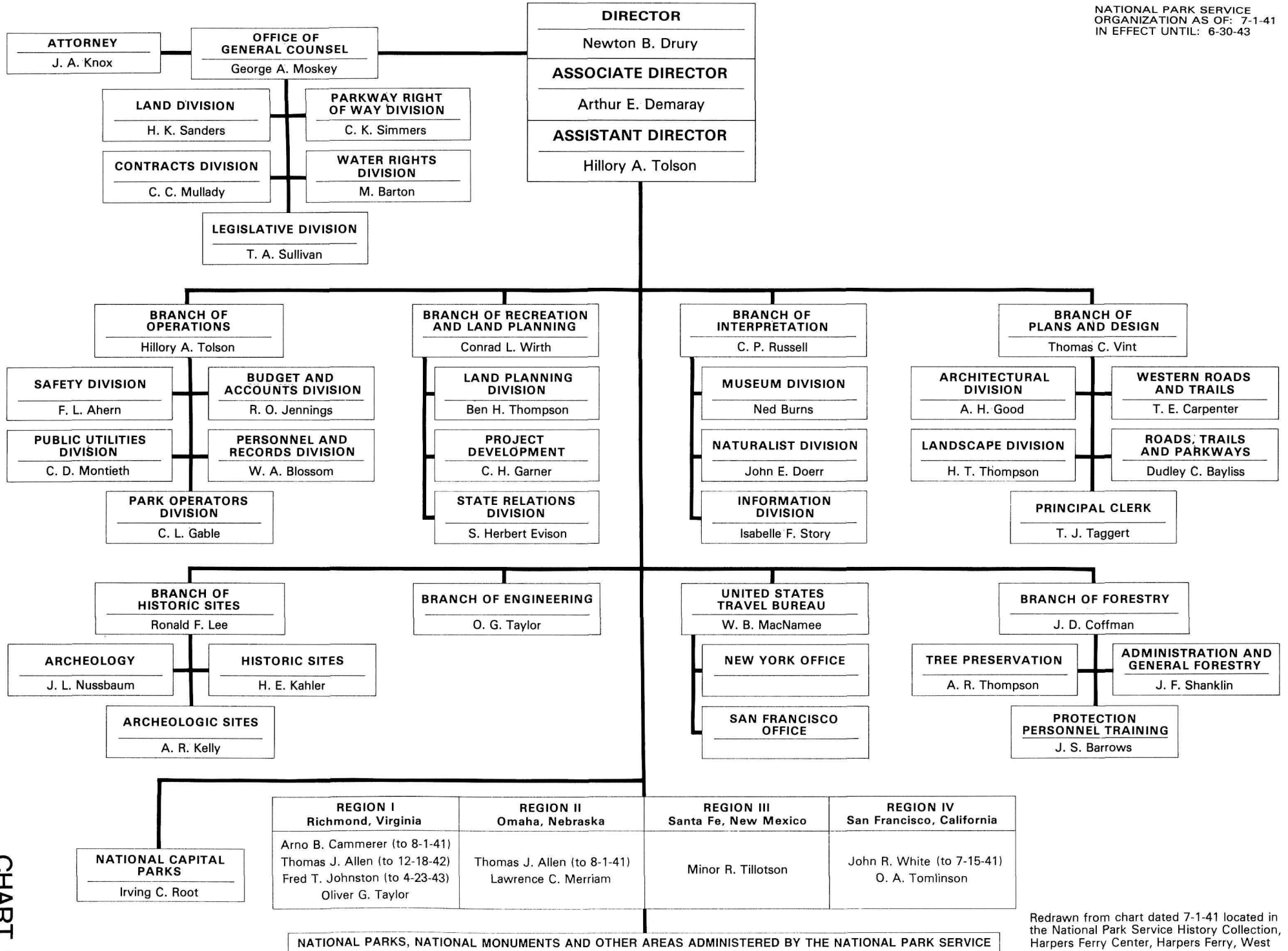
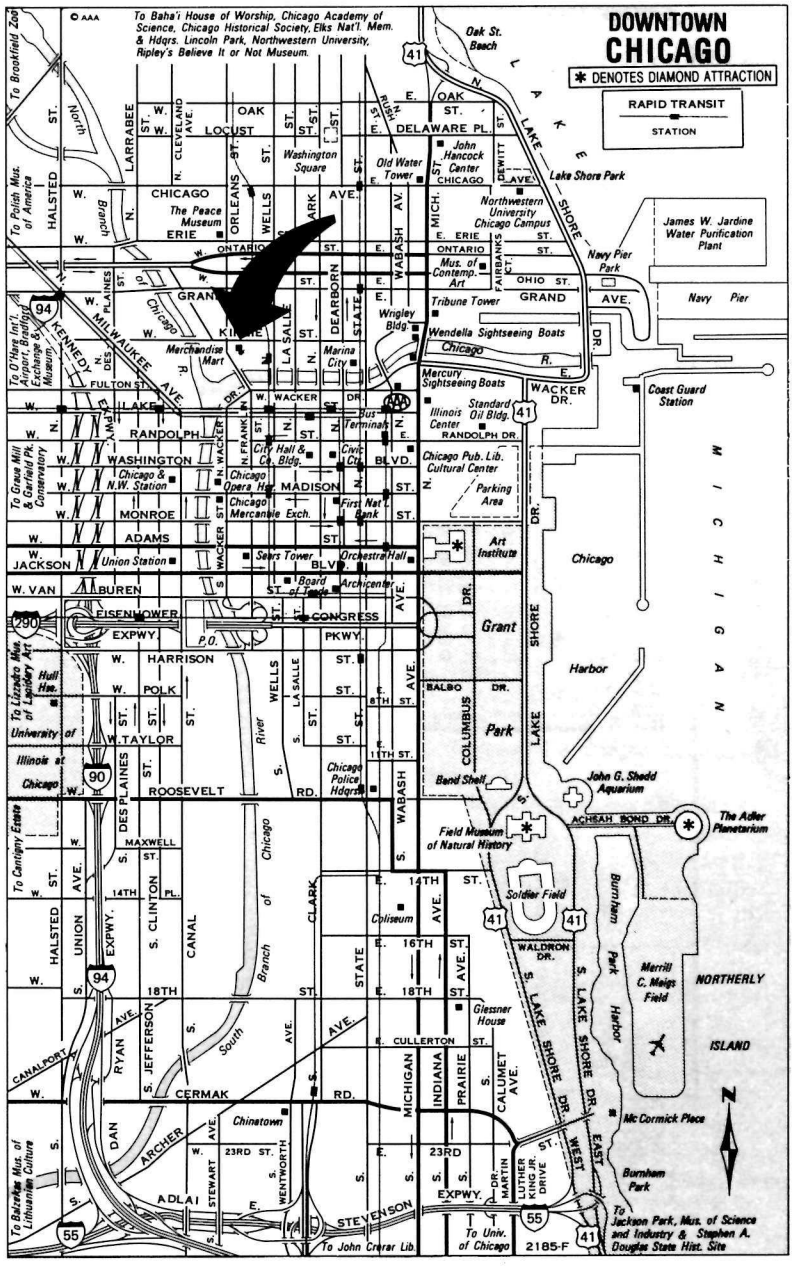


CHART 16

Redrawn from chart dated 7-1-41 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia.

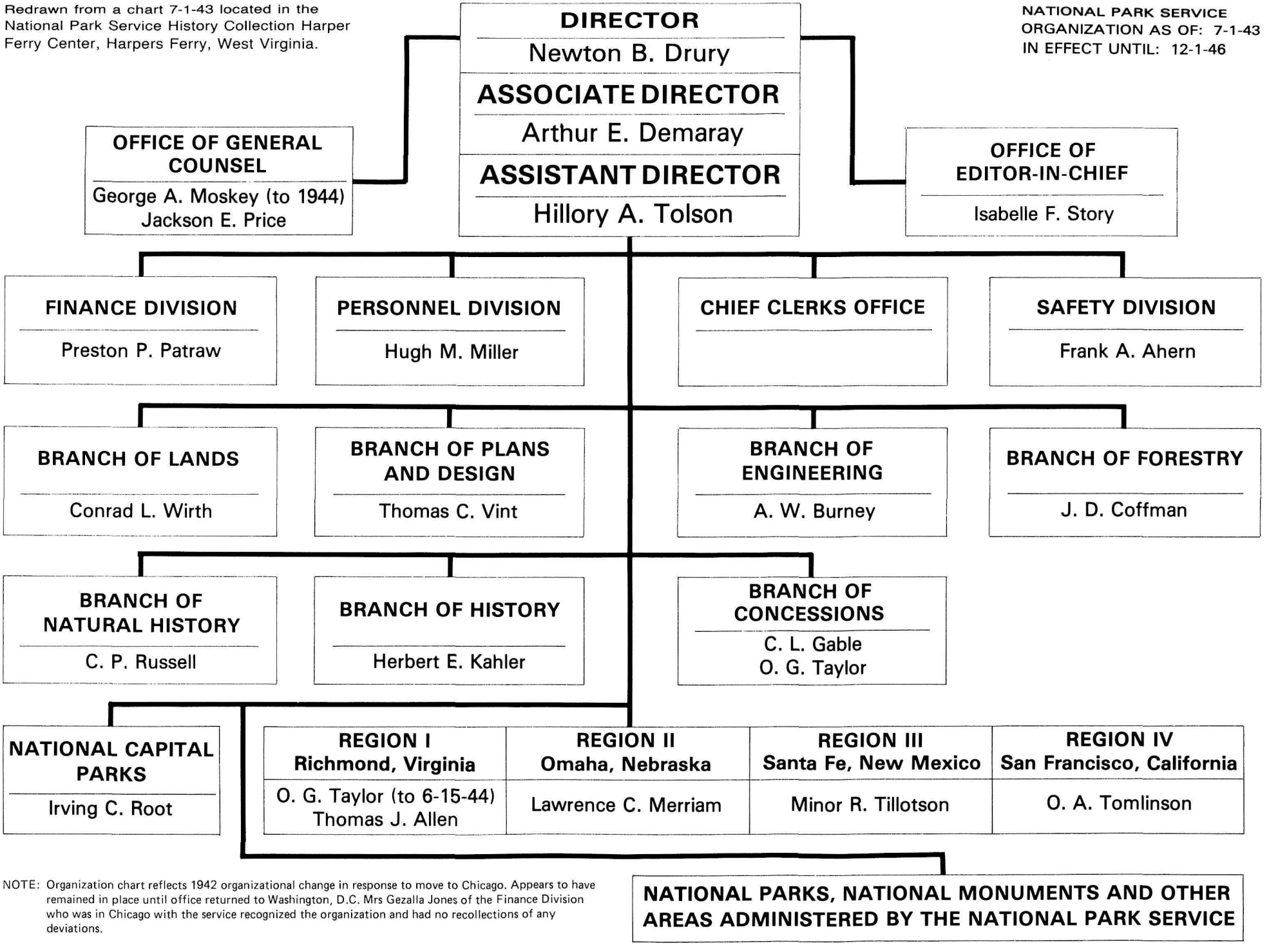
CHART 17

A bare bones organizational chart which perhaps reflects the austerity of the war years when in effect the entire Service was in a caretaker status. The headquarters office was physically located in the Merchandise Mart, 222 North Bank Drive, Chicago, Illinois.



Redrawn from a chart 7-1-43 located in the National Park Service History Collection Harper Ferry Center, Harpers Ferry, West Virginia.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 7-1-43
IN EFFECT UNTIL: 12-1-46

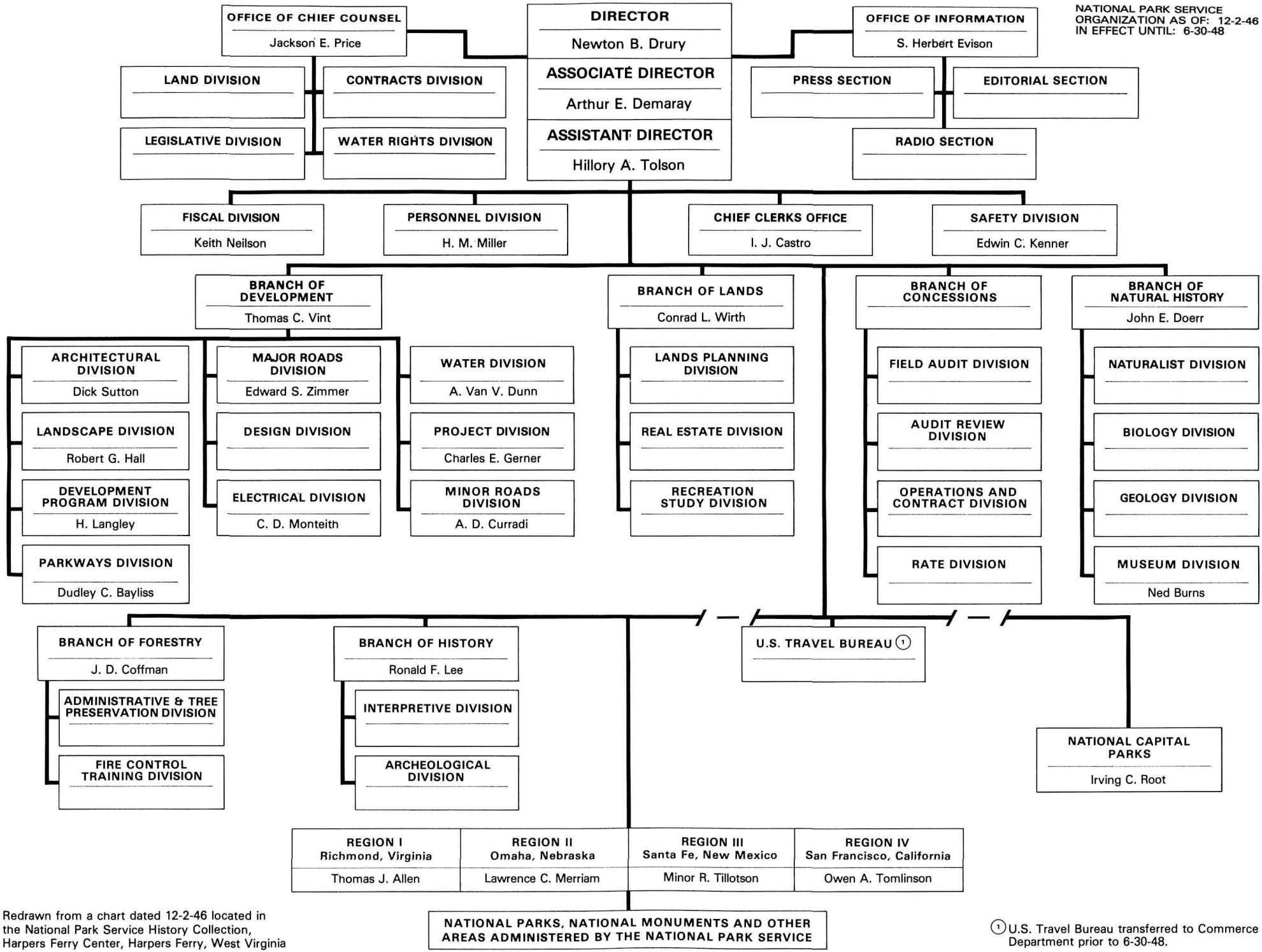


NOTE: Organization chart reflects 1942 organizational change in response to move to Chicago. Appears to have remained in place until office returned to Washington, D.C. Mrs Gezalla Jones of the Finance Division who was in Chicago with the service recognized the organization and had no recollections of any deviations.

CHART 17

CHART 18

This chart points out the consolidation of Mr. Vint's influence with the combination of engineering, landscape architecture, et. al., into one Branch of Development, the establishment of Concessions as a functional entity in its own right, and an Office of Information reporting directly to the Director. The one anomaly in the record is the Safety Division with Edwin C. Kenner as Chief. Although Kenner worked briefly in Safety after his discharge from the military, he was primarily an architectural engineer involved in maintenance type activities and would in the mid-1950's be the first Chief of Maintenance.



67

CHART 18

Redrawn from a chart dated 12-2-46 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia

(1) U.S. Travel Bureau transferred to Commerce Department prior to 6-30-48.

CHART 19

The Travel Division moves out of the Service. The influence of Mr. Tolson clearly stands out. The administrative functions and the park related operational functions are under his purview. Note that National Capital Parks reported to the Associate Director. Mr. Demaray had a personal interest in the National Capital area which may have prompted this organizational alignment.

Redrawn from a chart dated 7-1-48 located at the National Archives, Washington, D.C. and material located in the National Park Service History Collection, Harpers Ferry, West Virginia. Dated 10-17-49. The only noted difference: U.S. Travel Division no longer appears.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 7-1-48
IN EFFECT UNTIL: 12-26-49

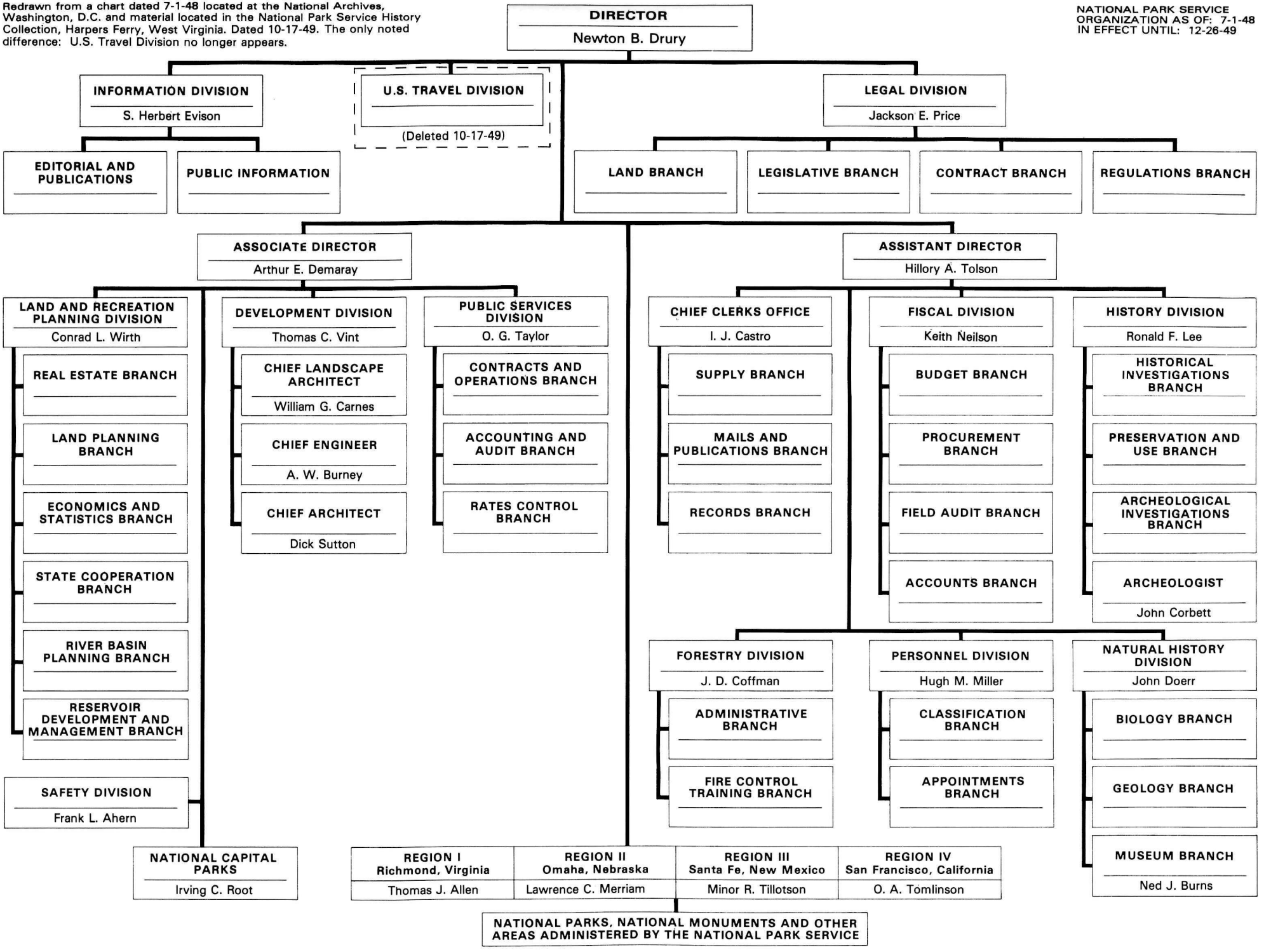


CHART 19

CHART 20

A good example of well defined functional responsibilities. There are two new Assistant Directors, Hillory Tolson and Conrad Wirth. Concessions was still a separate function but was titled Public Services Division.

Redrawn from a chart dated 12-27-49 located at the National Archives, Washington, D.C.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 12-27-49
IN EFFECT UNTIL: 5-22-51

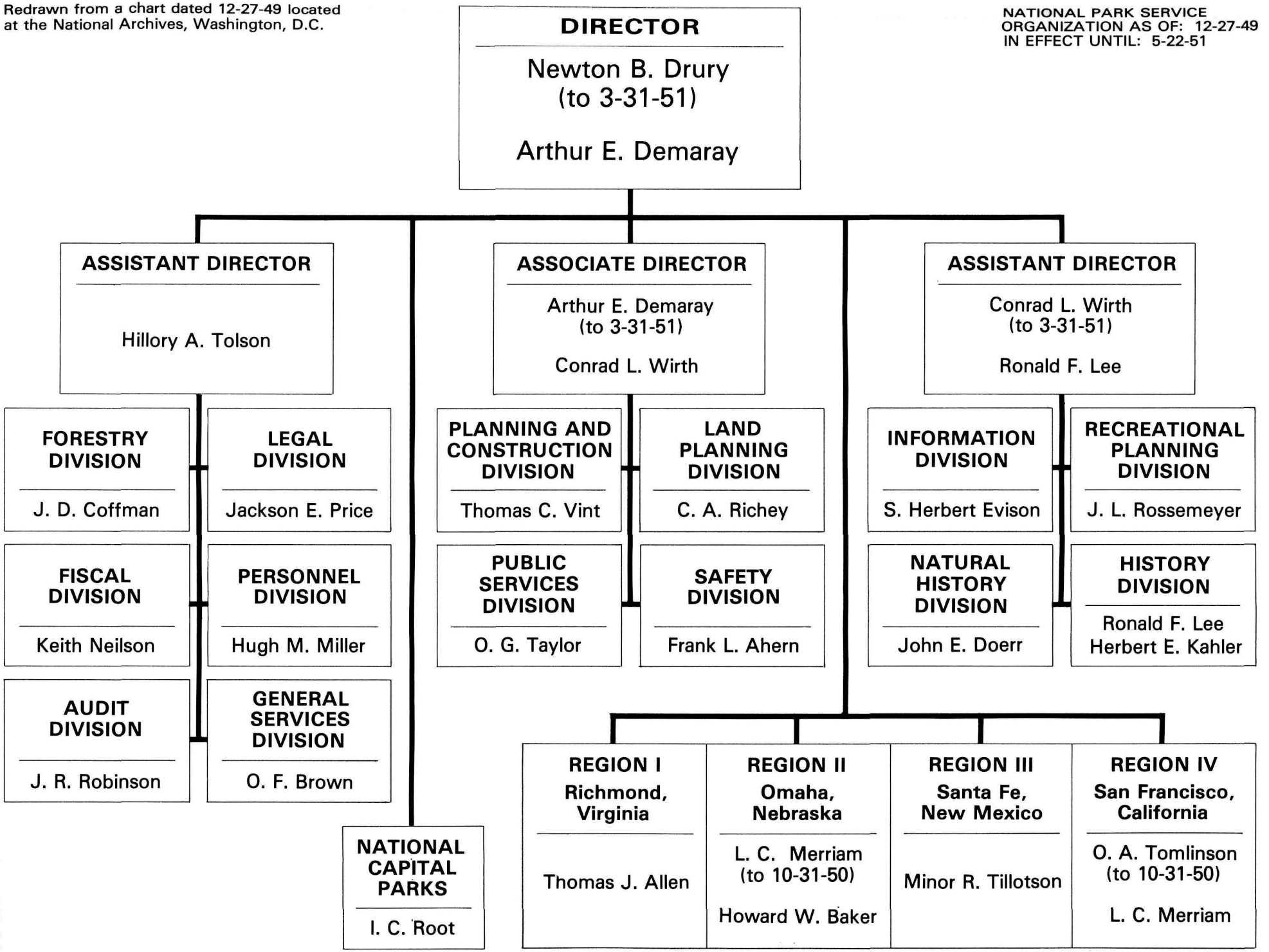


CHART 20

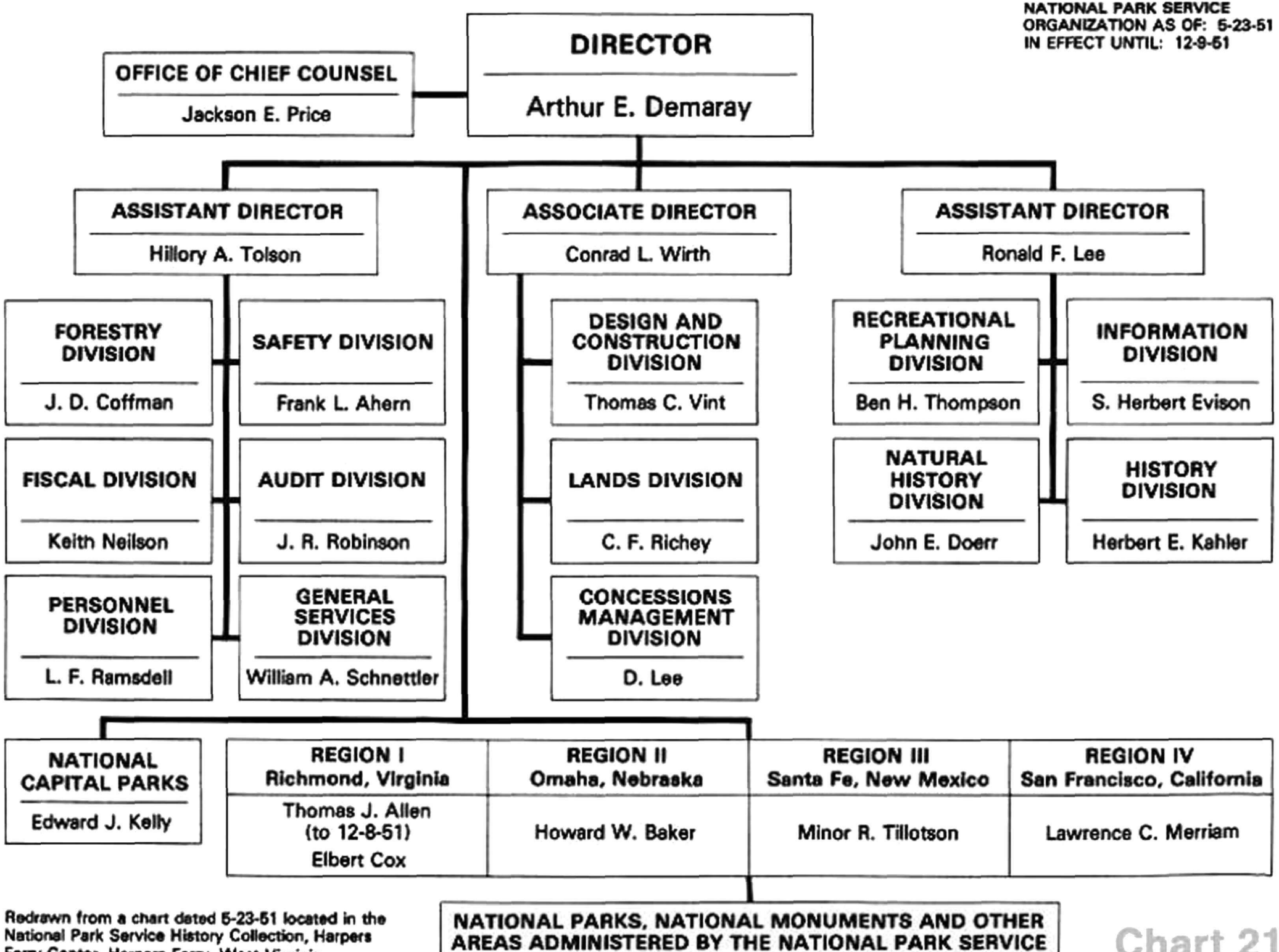
CHART 21

This one Demaray organization reflects the Associate Director's (Wirth's) thinking. The legal function reported to the Director rather than to an Assistant Director. The Forestry Division was still reporting to the "Administrative" Assistant Director.



The Demaray organization of 1951. Seated L to R: Conrad L. Wirth, Associate Director; Director Demaray; Hillory A. Tolson, Assistant Director. Standing L to R: Thomas J. Allen, Regional Director, Region I, Richmond, Virginia; Minor Tillotson, Regional Director, Region III, Santa Fe, New Mexico; Howard W. Baker, Regional Director, Region II, Omaha, Nebraska; Lawrence C. Merriam, Regional Director, Region IV, San Francisco, California; Ronald F. Lee, Assistant Director.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 5-23-51
IN EFFECT UNTIL: 12-9-51



Redrawn from a chart dated 5-23-51 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia.

Chart 21

CHART 22

This was Mr. Wirth's first organization and there was the development of an Operations Directorate, an Administrative Directorate, and an Interpretive & Research Directorate. The placement of the Design and Construction function reporting directly to the Director is of interest. If one recalls some of the previous charts one might consider how the Information function has been up and down in the organization over the years.

Redrawn from a chart dated 12-10-51 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 12-10-51
IN EFFECT UNTIL: 9-9-54

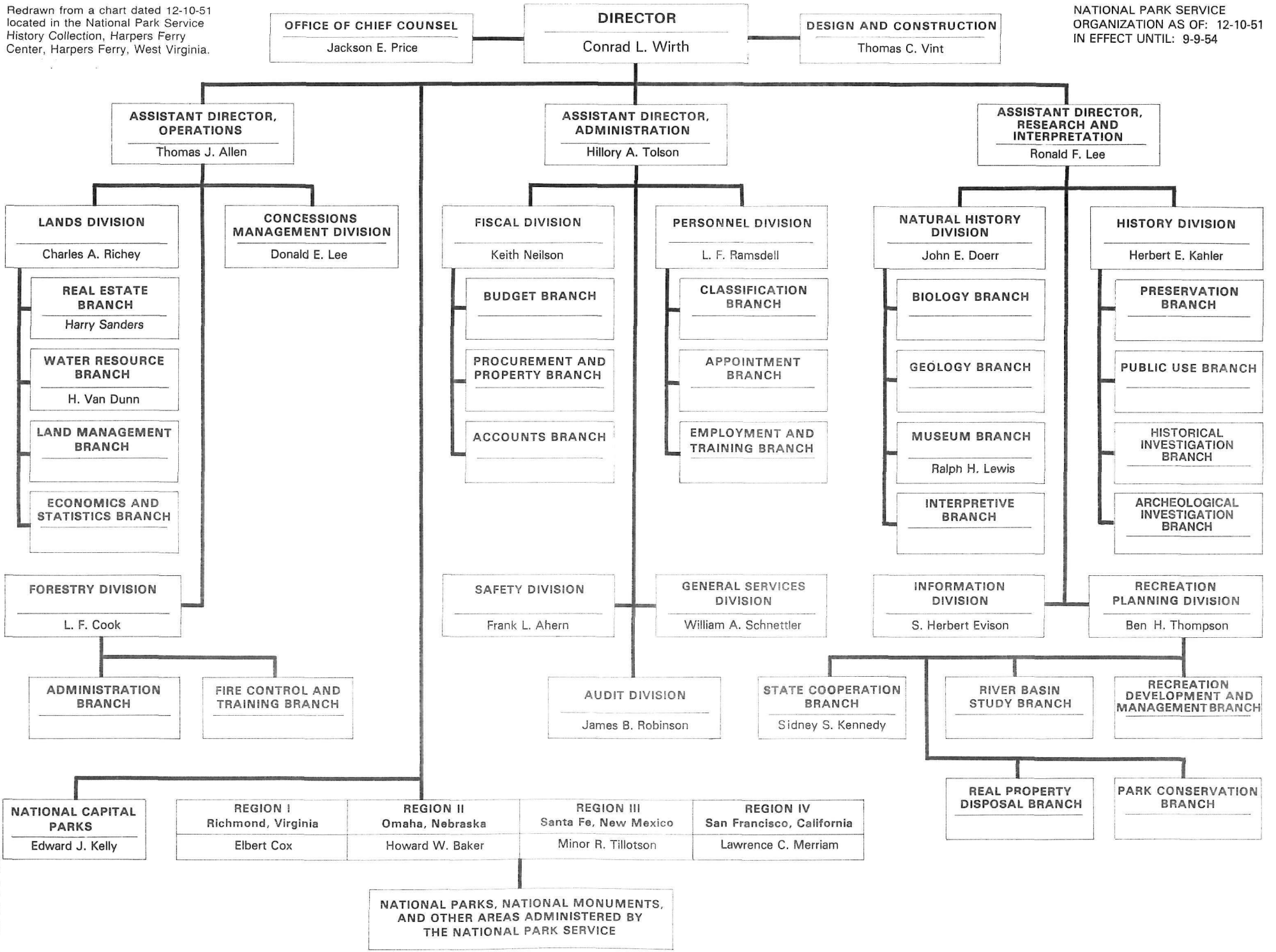
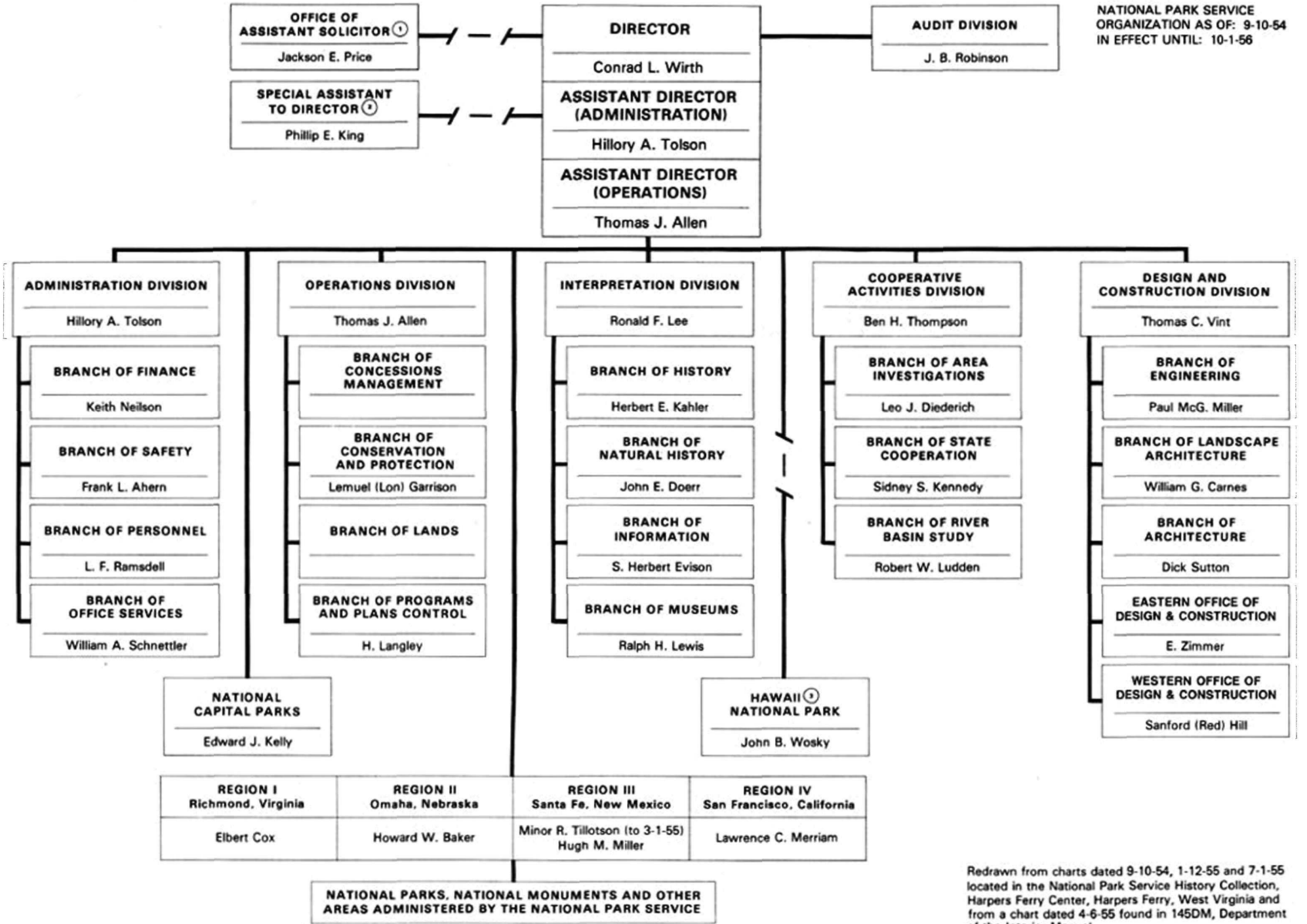


CHART 22

CHART 23

Forestry as a function disappears and in its place there is a Branch of Conservation and Protection recognizing the uniformed ranger. It was during this period that organizational approval changed from the Bureau to the Department. Hawaii National Park



Redrawn from charts dated 9-10-54, 1-12-55 and 7-1-55 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia and from a chart dated 4-6-55 found in 145DM, Department of the Interior Manual

① Legal function moved to Department in 1955 ② Special Assistant position created in 1955 ③ Hawaii National Park shows up on 9-10-54 chart only

Chart 23

CHART 24

With the charting of the Mission 66 program, an Associate Director position once again appeared. A new Regional Office, the fifth, was established in Philadelphia, Pennsylvania.



Daniel J. Tobin, first Regional Director, Region V, Philadelphia, Pennsylvania. Mr. Tobin is presenting an award to Howard H. Chapman, who would become Regional Director, Western Region in the 1970's. Al Edmunds, Cooperative Activities Regional Chief is standing on Mr. Chapman's right.

Redrawn from chart dated 10-2-56 found in 145DM, Department of the Interior Manual

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 10-2-56
IN EFFECT UNTIL: 8-5-57

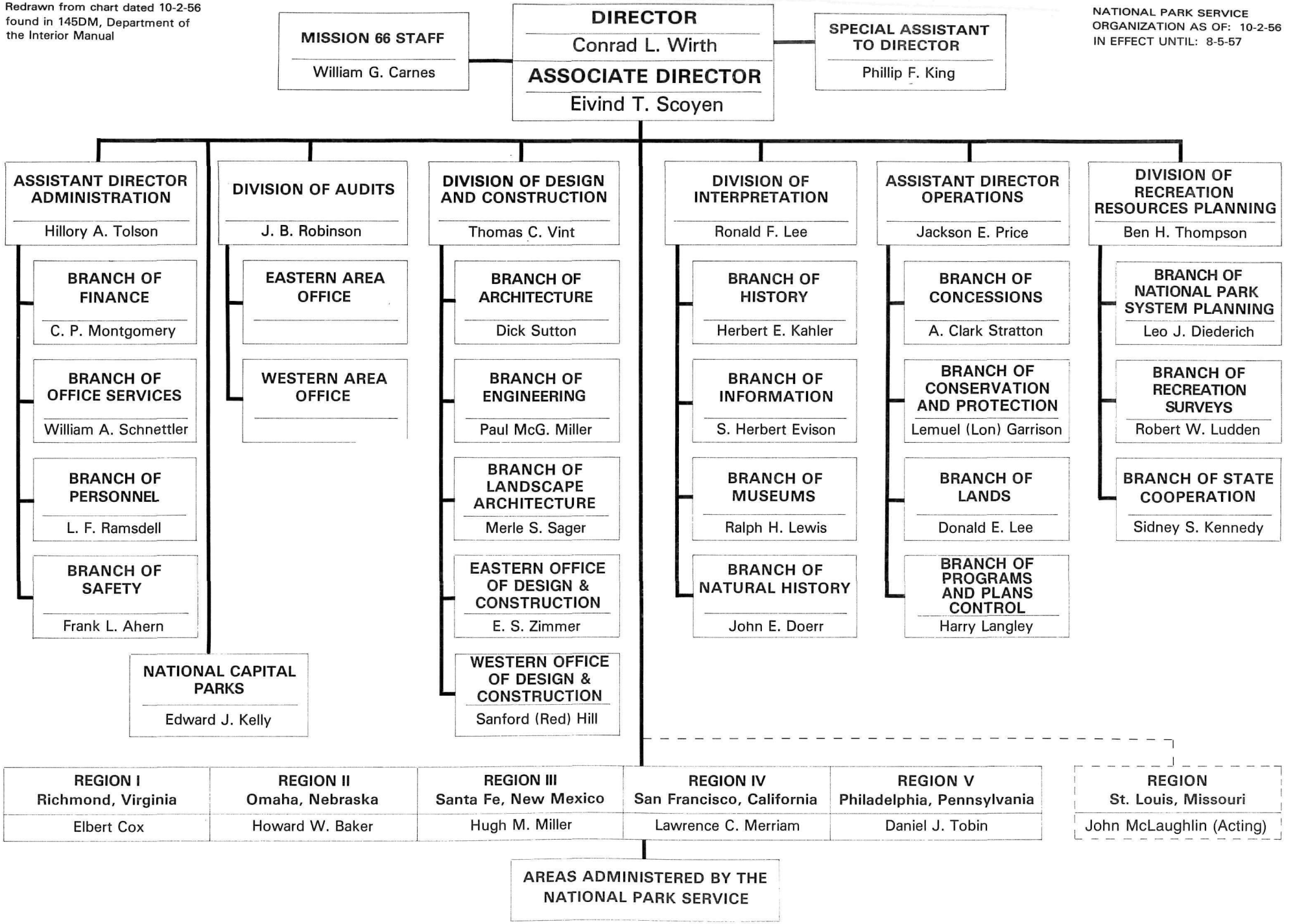


CHART 24

① Approximately 1 year after the Philadelphia Office was established an office was proposed for St. Louis, John McLaughlin was named Regional Director, the Department would not approve and the office was dropped.

CHART 25

A Division of Ranger Activities was established reporting directly to the Director. Maintenance as a separate function appeared for the first time. There was, during this period, an abortive attempt to create a sixth Regional Office in St. Louis, Missouri.



A signed staff photograph taken March 19, 1960, including the Regional Directors and the Chiefs of the Design Offices.



Regional Directors Conference, October 31, 1961, in Shenandoah National Park. Individual identification is on page 136.

Charts redrawn from charts dated 8-6-57, 9-3-58, 11-17-59 and 8-4-61 found in 145DM Department of the Interior Manual and Charts dated 9-1-58 and 3-1-61 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 8-6-57
IN EFFECT UNTIL: 12-3-61

MISSION 66 STAFF
William G. Carnes

DIRECTOR
Conrad L. Wirth

ASSOCIATE DIRECTOR
Eivind T. Scoyen

ASSISTANTS TO DIRECTOR
Phillip F. King
Edmund B. Rogers

ASSISTANT DIRECTOR ADMINISTRATION
Hillory A. Tolson

- **BRANCH OF FINANCE** — C. P. Montgomery
- **BRANCH OF PERSONNEL** — L. F. Ramsdell
- **BRANCH OF PROPERTY AND RECORD MANAGEMENT** — W. A. Schnettler, William S. Bahlman
- **BRANCH OF SAFETY** — F. L. Ahern, Nathan G. Baker

AUDIT FUNCTION ①

DIVISION OF DESIGN AND CONSTRUCTION
Thomas C. Vint

- **BRANCH OF ARCHITECTURE** — Dick Sutton, John Cabot
- **BRANCH OF ENGINEERING** — Paul McG. Miller
- **BRANCH OF LANDSCAPE ARCHITECTURE** — M. S. Sager
- **EASTERN OFFICE OF DESIGN AND CONSTRUCTION** — E. S. Zimmer, Robert G. Hall
- **WESTERN OFFICE OF DESIGN AND CONSTRUCTION** — Sanford (Red) Hill

DIVISION OF INTERPRETATION
Ronald F. Lee (to 12-30-59)
Daniel B. Beard

- **BRANCH OF ARCHEOLOGY** — John M. Corbett
- **BRANCH OF HISTORY** — Herbert E. Kahler
- **BRANCH OF INFORMATION** — S. Herbert Evision, J. T. Cullinane, C. P. Whiting
- **BRANCH OF MUSEUMS** — Ralph H. Lewis
- **BRANCH OF NATURAL HISTORY** — John E. Doerr, Howard R. Stagner

ASSISTANT DIRECTOR OPERATIONS
Jackson E. Price

- **BRANCH OF CONCESSIONS MANAGEMENT** — A. Clark Stratton, Thomas F. Flynn
- **BRANCH OF LANDS** — Donald E. Lee
- **BRANCH OF MAINTENANCE** — Edwin C. Kenner
- **BRANCH OF PROGRAMS AND PLANS CONTROL** — H. Langley, H. G. Smith

DIVISION OF RANGER ACTIVITIES
John M. Davis (to 8-61)
L. F. Cook

- **BRANCH OF PARK, FOREST AND WILDLIFE PROTECTION** — L. F. Cook, Sture T. Carlson
- **BRANCH OF VISITOR PROTECTION** — Allyn F. Hanks, Nelson E. Murdock

DIVISION OF RECREATION RESOURCES PLANNING
Benjamin H. Thompson

- **BRANCH OF NATIONAL PARK SYSTEM PLANNING** — Leo J. Diederich
- **BRANCH OF RECREATION SURVEYS** — Robert W. Ludden, William L. Bowen
- **BRANCH OF STATE COOPERATION** — Sidney S. Kennedy

NATIONAL CAPITAL PARKS Washington, D.C.	REGION I Richmond, Virginia	REGION II Omaha, Nebraska	REGION III Santa Fe, New Mexico	REGION IV San Francisco, California	REGION V Philadelphia, Pennsylvania
Edward J. Kelly (to 5-1-58) Harry T. Thompson (to 2-25-61) T. Sutton Jett	Elbert Cox	Howard W. Baker	Hugh M. Miller (to 11-1-59) Thomas J. Allen	Lawrence C. Merriam	Daniel J. Tobin (to 12-31-59) Ronald F. Lee

AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

① From 8-6-57 to 8-4-61 this function reported to Director either as a Division or as an Office

Chart 25

CHART 26

This chart points up the creation of five functional Assistant Directors, the creation of an International Affairs function, and a Policy Analysis function. The sixth region became a reality by making National Capital Parks a region.



The staff prior to July 1963, six months before Director Wirth's tenure as Director ended. Individual identification is on page 136.



The staff on January 21, 1964, as George Hartzog began his tenure as Director. Individual identification is on page 136.

NOTE: In 2-63 an Assoc. Director Position was created for George B. Hartzog, who was to be C. L. Wirth's successor as Director. The position was not reflected in an 'Approved' organization until 12-17-65, when G. B. Hartzog, Jr. became Director and A. Clark Stratton became Associate Director (1-64).

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 12-4-61
IN EFFECT UNTIL: 12-16-65

DIRECTOR
Conrad L. Wirth (to 1-7-64)
George B. Hartzog, Jr. (from 1-8-64)

ASSISTANT TO DIRECTOR
Position dropped 8-2-62

OFFICE OF AUDITS
William R. Foster

OFFICE OF PROGRAM COORDINATION
Harold G. Smith

OFFICE OF LEGISLATION
Frank E. Harrison

ASSISTANT DIRECTOR ADMINISTRATION
Hillory A. Tolson (to 12-63)
C. P. Montgomery

- **BUDGET AND FINANCE DIVISION** — C. P. Montgomery, Carl O. Walker
- **PROPERTY MANAGEMENT AND GENERAL SERVICES DIVISION** — Houston R. Turner
- **MANAGEMENT ANALYSIS DIVISION** — William Bahlman
- **PERSONNEL DIVISION** — L. F. Ramsdell
- **LANDS DIVISION** (1) (Moved to Resource Planning 8-2-62) — Donald E. Lee
- **SAFETY DIVISION** (1) — Nathan G. Baker

ASSISTANT DIRECTOR CONSERVATION, INTERPRETATION AND USE
Jackson E. Price

- **CONCESSIONS MANAGEMENT DIVISION** — Thomas F. Flynn, Jr.
- **HISTORY AND ARCHEOLOGY DIVISION** — Herbert E. Kahler
- **NATURAL HISTORY DIVISION** — Howard R. Stagner
- **OPERATIONS AND MAINTENANCE DIVISION** — Edwin C. Kenner
- **RANGER SERVICES DIVISION** — L. F. Cook
- **RESEARCH AND INTERPRETATION DIVISION**
- **SAFETY DIVISION** (1) (Moved to Administration 8-2-62) — Nathan G. Baker

ASSISTANT DIRECTOR PUBLIC AFFAIRS
Daniel B. Beard (to 7-63)

- **AUDIO-VISUAL AND PICTORIAL ARTS DIVISION**
- **EXTENSION SERVICES DIVISION**
- **INFORMATION DIVISION**
- **INTERNATIONAL COOPERATION DIVISION** — Gordon Fredine
- **PUBLIC POLICY ANALYSIS DIVISION** — Robert M. Coates

ASSISTANT DIRECTOR RESOURCE PLANNING
Ben H. Thompson

- **COOPERATIVE SERVICES DIVISION** — Sidney S. Kennedy
- **FEDERAL AGENCY COOPERATION DIVISION**
- **NATURAL PARK AND RECREATION AREA PLANNING DIVISION** — William L. Bowen
- **LANDS DIVISION** (1) (Moved to Resource Planning 8-2-62)
- **RECREATION RESOURCE SURVEYS DIVISION** — Robert W. Ludden

ASSISTANT DIRECTOR DESIGN AND CONSTRUCTION
Thomas C. Vint
A. Clark Stratton (12-61)
Johannes E. N. Jensen (1-64)

- **ARCHITECTURE DIVISION** — John B. Cabot
- **CONSTRUCTION DIVISION** — (Vacant)
- **ENGINEERING DIVISION** — Paul McG. Miller
- **LANDSCAPE ARCHITECTURE DIVISION** — Merle S. Sager
- **MASTER PLAN COORDINATION DIVISION** — John Reshoft
- **EASTERN OFFICE OF DESIGN & CONSTRUCTION** — Robert G. Hall
- **WESTERN OFFICE OF DESIGN & CONSTRUCTION** — Sanford (Red) Hall
- **NATIONAL CAPITAL OFFICE OF DESIGN & CONSTRUCTION** — William G. Haussmann

REGION I Richmond, Virginia	REGION II Omaha, Nebraska	REGION III Santa Fe, New Mexico	REGION IV San Francisco, California	REGION V Philadelphia, Pennsylvania	REGION VI (NCR) Washington, D.C.
Elbert Cox	Howard W. Baker (to 2-16-64) Lemuel A. (Lon) Garrison	Thomas J. Allen (to 7-5-63) Daniel B. Beard	Lawrence C. Merriam (to 7-5-63) Edward A. Hummel	Ronald F. Lee	T. Sutton Jett

AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

(1) Safety and Lands Divisions were moved administratively in 1962; was not a D.O.I. formally approved organizational change.

Redrawn from charts dated 12-4-61 and 8-2-62 located in the National Park Service History Collection, Harpers Ferry Center, Harpers Ferry, West Virginia and a chart dated 1-12-62 found in 145DM, Department of Interior Manual, Washington, D.C.

CHART 26

PHOTO CAPTIONS (pages 80 & 82

Regional Directors Conference, October 31, 1961, in Shenandoah National Park. Standing L to R: H. Baker, Regional Director, Region II; L. Merriam, Regional Director, Region IV; J. E. Price, Assistant Director; T. J. Allen, Regional Director, Region III; Sanford Hill, Chief, Western Office of Design & Construction; H. G. Smith, Chief, Branch of Programs; W. G. Carnes, Chief, Mission 66 Staff; Mrs. Belva I. Brandon, Personal Assistant to the Director; W. S. Bahlman, Chief, Branch of Property & Records Management; H. A. Tolson, Assistant Director; Philip F. King, Assistant to the Director; R. F. Lee, Regional Director, Region V; E. T. Scoyen, Associate Director; E. Cox, Regional Director, Region I; C. L. Wirth, Director; D. B. Beard, Assistant Director; Lawrence F. Cook, Chief, Division of Ranger Activities; A. C. Stratton, Assistant Director; William Haussmann, Chief, National Capital Office of Design & Construction; Robert Hall, Chief, Eastern Office of Design & Construction; Sutton Jett, Regional Director, Region VI. Ben Thompson, Assistant Director, was not present when picture was taken.

The staff prior to July 1963, six months before Director Wirth's tenure as Director ended. Seated at table L to R: E. Cox, Regional Director, Region I, Howard Stricklin, Chairman, Long Range Requirements Task Force; R. Lee, Regional Director, Region V; H. A. Tolson, Assistant Director, Administration; A. C. Stratton, Assistant Director, Design & Construction; Director Wirth; G. B. Hartzog, Associate Director; T. J. Allen, Regional Director, Region III; L. C. Merriam, Regional Director, Region IV; Sanford (Red) Hill, Chief, Western Office of Design & Construction; H. W. Baker, Regional Director, Region II. Rear standing and seated L to R: W. Bahlman, Chief, Management Analysis; D. B. Beard, Assistant Director, Public Affairs; B. Thompson, Assistant Director, Resource Planning; _____; R. Coates, Chief, Public Policy Analysis; R. Hall, Chief, Eastern Office of Design & Construction; J. E. Price, Assistant Director, Conservation, Interpretation & Use; Harthon L. (Spud) Bill; Glen Hendrix, Myron Sutton, G. Palmer, B. Everhart, all of the Long Range Requirements Task Force; T. Sutton Jett, Regional Director, Region VI; F. Kowski, Supervisor, Albright Training Center; Russell Grater, Supervisor, Mather Training Center; Robert Sharp, Long Range Requirements Task Force; C. P. Montgomery, Chief, Budget & Finance; Bob Andrews, National Capital Office of Design & Construction.

The staff on January 21, 1964, as George Hartzog began his tenure as Director. Seated L to R: _____; A. C. Stratton, Associate Director; Director Hartzog; T. Allen; L. F. Cook, Chief, Ranger Services. Standing second row L to R: T. Swem; W. Bahlman, Chief, Management Analysis; Robert Andrews, National Capital Office of Design & Construction; B. Thompson, Assistant Director, Resource Planning; Harold G. Smith, Chief, Office of Program Coordination; Sanford (Red) Hill, Western Office of Design & Construction; F. Harrison, Chief, Office of Legislation; E. Cox, Regional Director, Region I; D. B. Beard, Regional Director, Region III; R. F. Lee, Regional Director, Region V; C. P. Montgomery, Assistant Director, Administration. Standing rear L to R: J. E. Price, Assistant Director, Conservation, Interpretation & Use; Lemuel A. (Lon) Garrison; T. Sutton Jett, Regional Director, Region VI; E. A. Hummel, Regional Director, Region IV; R. F. Lovegren; Johannes E. N. Jensen, Assistant Director, Design & Construction; R. G. Hall, Chief, Eastern Office of Design & Construction; H. W. Baker, Regional Director, Region II.

CHART 27

The Service's role in the Job Corp Conservation Center program was charted. Six Assistant Directorate functions were established by shuffling responsibilities. A third Service Center was created in Washington, D.C., however, the Service Centers reported directly to the Director. This was the first of Hartzog's organizations.



Howard Baker and George Hartzog on the roof of the Interior Building after the informal organizational change that made Mr. Baker an Associate Director. The picture was taken just prior to Mr. Baker's retirement.

Redrawn from charts dated 12-17-65 and 5-9-66 found in 145DM, Department of the Interior Manual, Washington, D.C.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 12-17-65
IN EFFECT UNTIL: 7-9-68

DIRECTOR
George B. Hartzog, Jr.

ASSOCIATE DIRECTOR
A. Clark Stratton (to 12-67)
Harthon L. (Spud) Bill

NOTE: There was an organizational change in January 1967. Howard Baker became an Associate Director when H. Bill became #2. In December 1967 that position was retitled Deputy Director. It also appears that the organization effective 7-10-68 was informally put in place prior to 7-9-68.

OFFICE OF INFORMATION
C. W. Heine

OFFICE OF POLICY ANALYSIS
Robert M. Coates

JOB CORPS CONSERVATION CENTER OFFICER
Luis A. Gastellum (1)

ASSISTANT DIRECTOR ADMINISTRATION
C. P. Montgomery

- **AUDIT DIVISION** — William P. Foster
- **BUDGET AND FINANCE DIVISION** — Carl O. Walker
- **MANAGEMENT ANALYSIS DIVISION** — William S. Bahlman, Samuel V. Moore
- **PERSONNEL MANAGEMENT AND MANPOWER DEVELOPMENT DIVISION** — L. F. Ramsdell
- **PROGRAM COORDINATION DIVISION** — Harold G. Smith
- **PROPERTY MANAGEMENT AND GENERAL SERVICES DIVISION** — Houston R. Turner, Leroy E. Marcroft

ASSISTANT DIRECTOR RESOURCE STUDIES
Howard R. Stagner

- **ARCHEOLOGY STUDIES DIVISION** — John M. Corbett
- **HISTORY STUDIES DIVISION** — Robert M. Utley
- **NATURAL SCIENCE STUDIES DIVISION** — George Sprugel, Jr.

ASSISTANT DIRECTOR OPERATIONS
Howard W. Baker
Harthon L. Bill

- **INTERPRETATION AND VISITOR SERVICES DIVISION** — William C. Everhart
- **MAINTENANCE DIVISION** — Edwin C. Kenner
- **RESOURCES MANAGEMENT AND VISITOR PROTECTION DIVISION** — Harthon L. (Spud) Bill, Karl T. Gilbert
- **SAFETY DIVISION** — Nathan G. Baker

ASSISTANT DIRECTOR DESIGN AND CONSTRUCTION
Johannes E. N. Jensen

- **CONSTRUCTION DIVISION**
- **CONTRACT ADMINISTRATION AND COMPLIANCE DIVISION**
- **DESIGN RESEARCH AND ANALYSIS DIVISION**
- **DEVELOPMENT PLANNING AND PROJECT CONTROL DIVISION**
- **PROJECT DESIGN DIVISION**

ASSISTANT DIRECTOR COOPERATIVE ACTIVITIES
Theodor R. Swem

- **FEDERAL AGENCY AND STATE ASSISTANCE DIVISION** — Victor W. Flickinger
- **INTERNATIONAL AFFAIRS DIVISION** — C. Gordon Fredine
- **NATIONAL PARK SYSTEM PLAN AND NATIONAL LANDMARKS SURVEY DIVISION** — Chester Brown
- **NEW AREA STUDIES AND MASTER PLANNING DIVISION** — Russell E. Dickenson
- **PARK PRACTICE DIVISION** — Ira B. Lykes

ASSISTANT DIRECTOR SPECIALIZED SERVICES
Jackson E. Price

- **CONCESSIONS MANAGEMENT DIVISION** — Thomas F. Flynn, Jr.
- **LAND AND WATER RIGHTS DIVISION** — Donald G. Lee
- **LEGISLATION AND REGULATIONS DIVISION** — Frank E. Harrison

PLANNING AND SERVICE CENTER Philadelphia, Pennsylvania	PLANNING AND SERVICE CENTER San Francisco, California	PLANNING AND SERVICE CENTER Washington, D.C.
Robert G. Hall	Sanford (Red) Hill	William G. Haussmann

SOUTHEAST REGION Richmond, Virginia	MIDWEST REGION Omaha, Nebraska	SOUTHWEST REGION Santa Fe, New Mexico	WESTERN REGION San Francisco, California	NORTHEAST REGION Philadelphia, Pennsylvania	NATIONAL CAPITAL REGION Washington, D.C.
Elbert Cox (to 11-7-66) Jackson E. Price	Lemuel A. (Lon) Garrison (to 1-2-66) Fred C. Fagergren	Daniel B. Beard (to 9-9-67) Frank F. Kowski	Edward A. Hummel (to 11-6-66) John R. Rutter (to 6-15-68) William L. Bowen	Ronald F. Lee (to 12-30-65) Lemuel A. (Lon) Garrison	T. Sutton Jett

AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

(1) Job Corps Conservation Center officer first appeared on a chart dated 5-9-66

Chart 27

CHART 28

There was a Deputy Director, three Office Chiefs, two Associate Directors with five Assistant Directors reporting to them, and one Assistant Director (Administration) reporting to the Director. The National Capital Service Center was combined with the Eastern Service Center and there was a dual reporting relationship between the Assistant Directors, Design and Construction and Cooperative Activities with the two remaining centers.

Redrawn from a chart dated 7-10-68 found in 145DM, Department of the Interior Manual, Washington, D.C.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 7-10-68
IN EFFECT UNTIL: 8-3-69

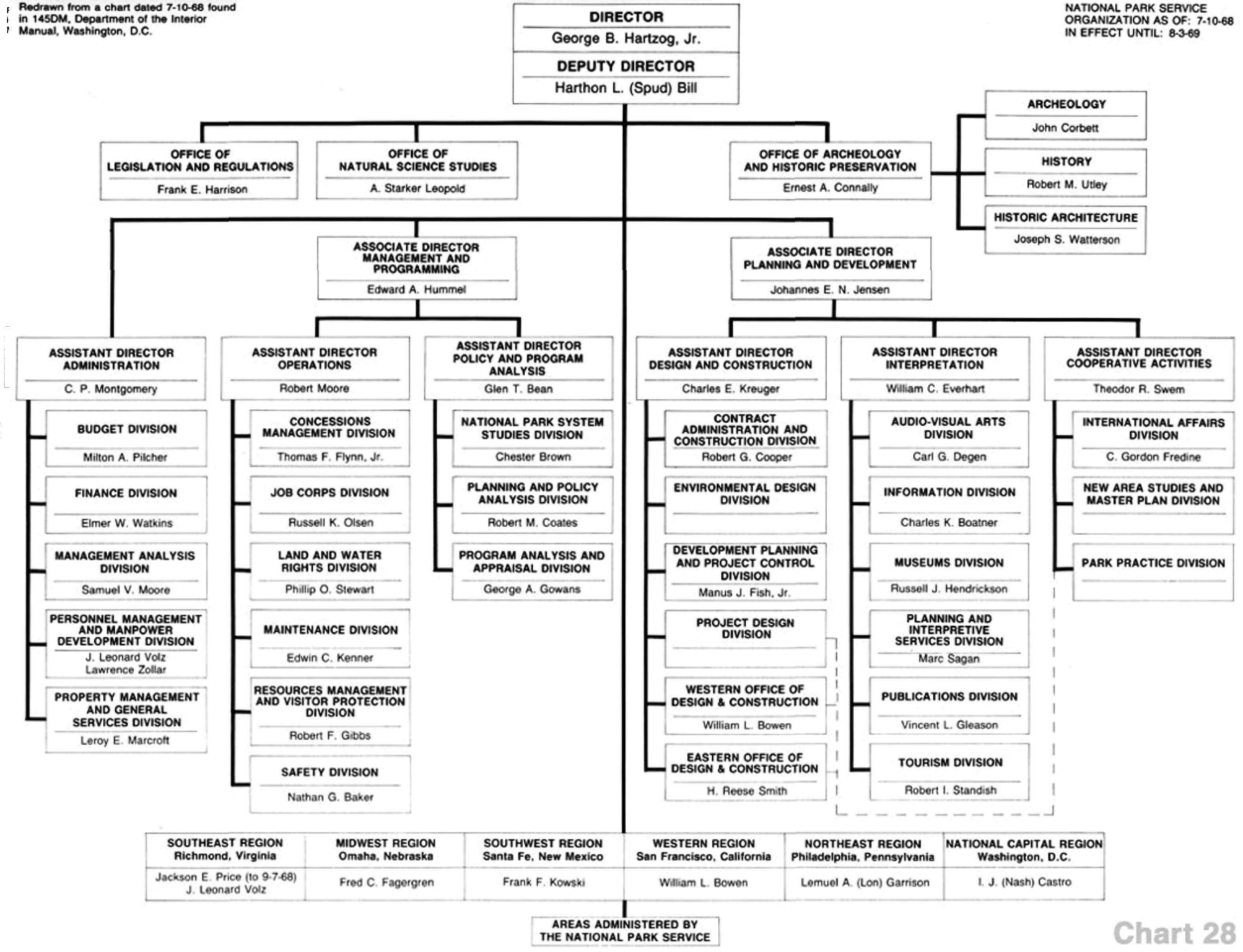


CHART 28

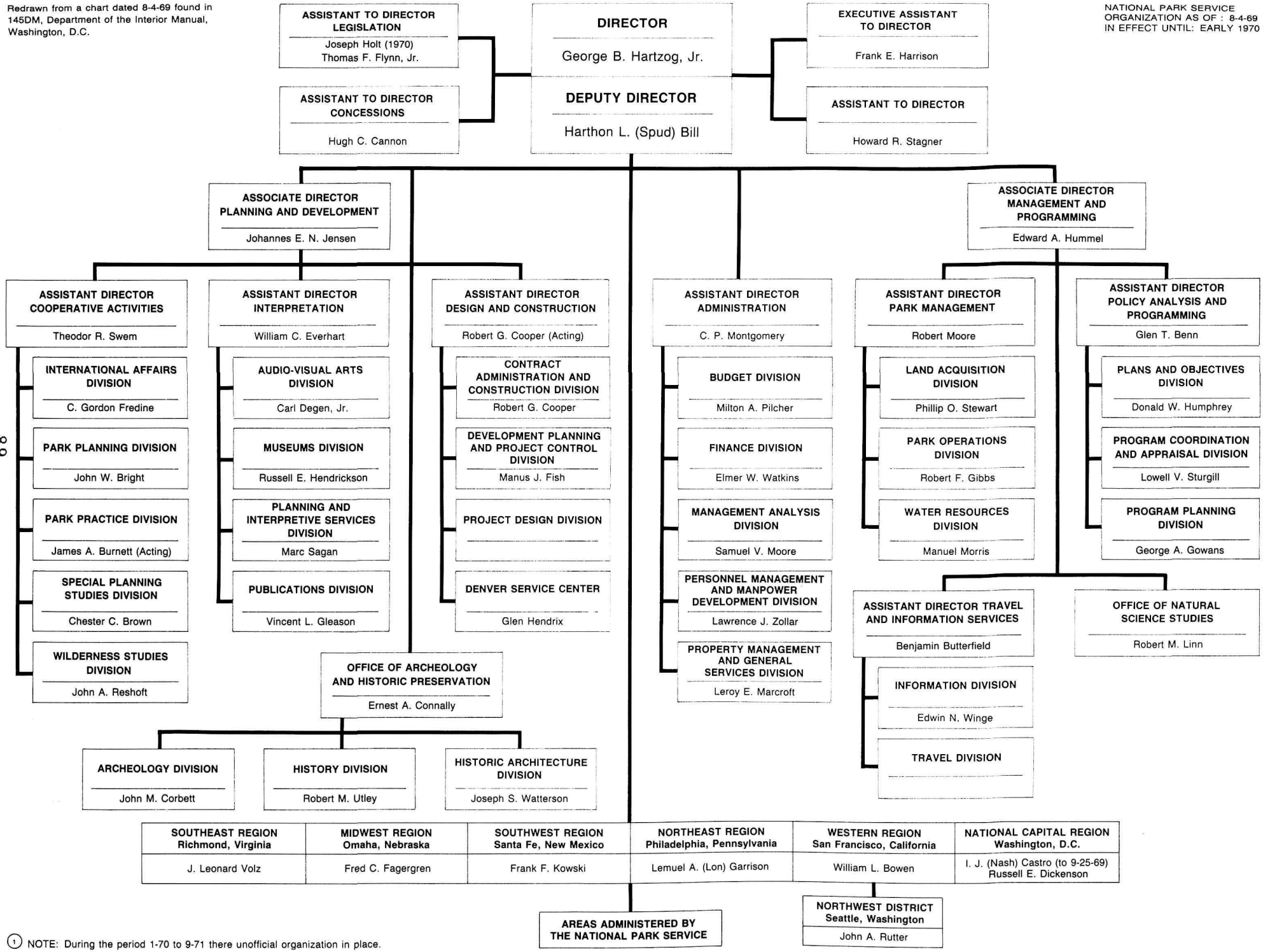
Chart 28

CHART 29

Note that the two Service Centers were combined into a Denver Service Center which was located in the Villa Rosa Shopping Center, Denver, Colorado. There was also a reshuffling of functions reporting to the Associate Directors as compared to earlier organizations.

Redrawn from a chart dated 8-4-69 found in 145DM, Department of the Interior Manual, Washington, D.C.

NATIONAL PARK SERVICE
ORGANIZATION AS OF : 8-4-69
IN EFFECT UNTIL: EARLY 1970

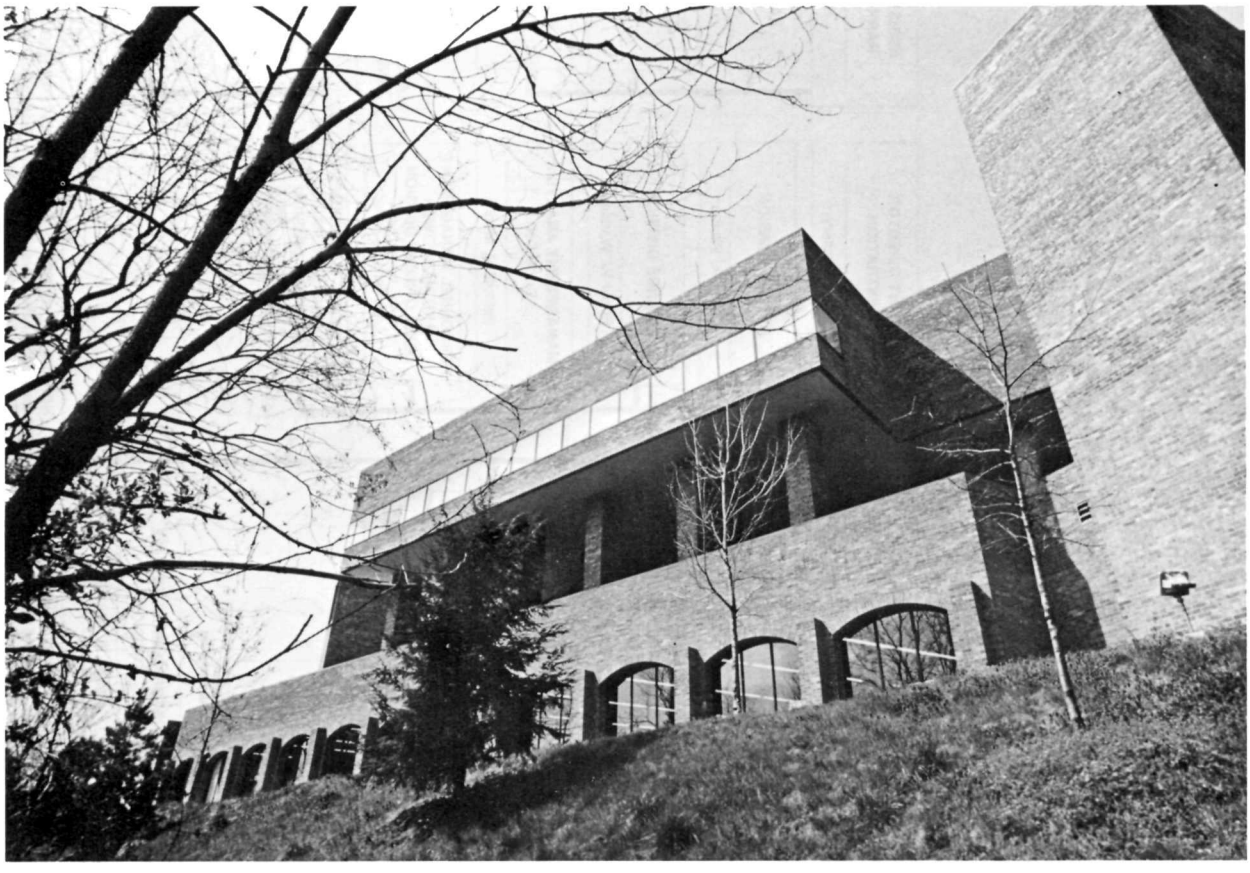


(1) NOTE: During the period 1-70 to 9-71 there unofficial organization in place.

CHART 29

CHART 30

An Office of National Capital and Urban Affairs was established which included National Capital Parks. Offices reporting to the Director were again reshuffled--there were two Deputy Directors and one Associate Director. The first organizational recognition of urban programs appears. Harpers Ferry Center is established.



The Harpers Ferry Center, Harpers Ferry, West Virginia. William C. Everhart was the Chief.

Reconstructed from Department of the Interior telephone books dated spring and fall 1970 located in the Secretary's Office, Department of the Interior Building, Washington, D.C. was a formal unapproved organization, the first of two falling between organizations approved 8-4-69 and 3-30-72.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: EARLY 1970
IN EFFECT UNTIL: MID-YEAR 1971

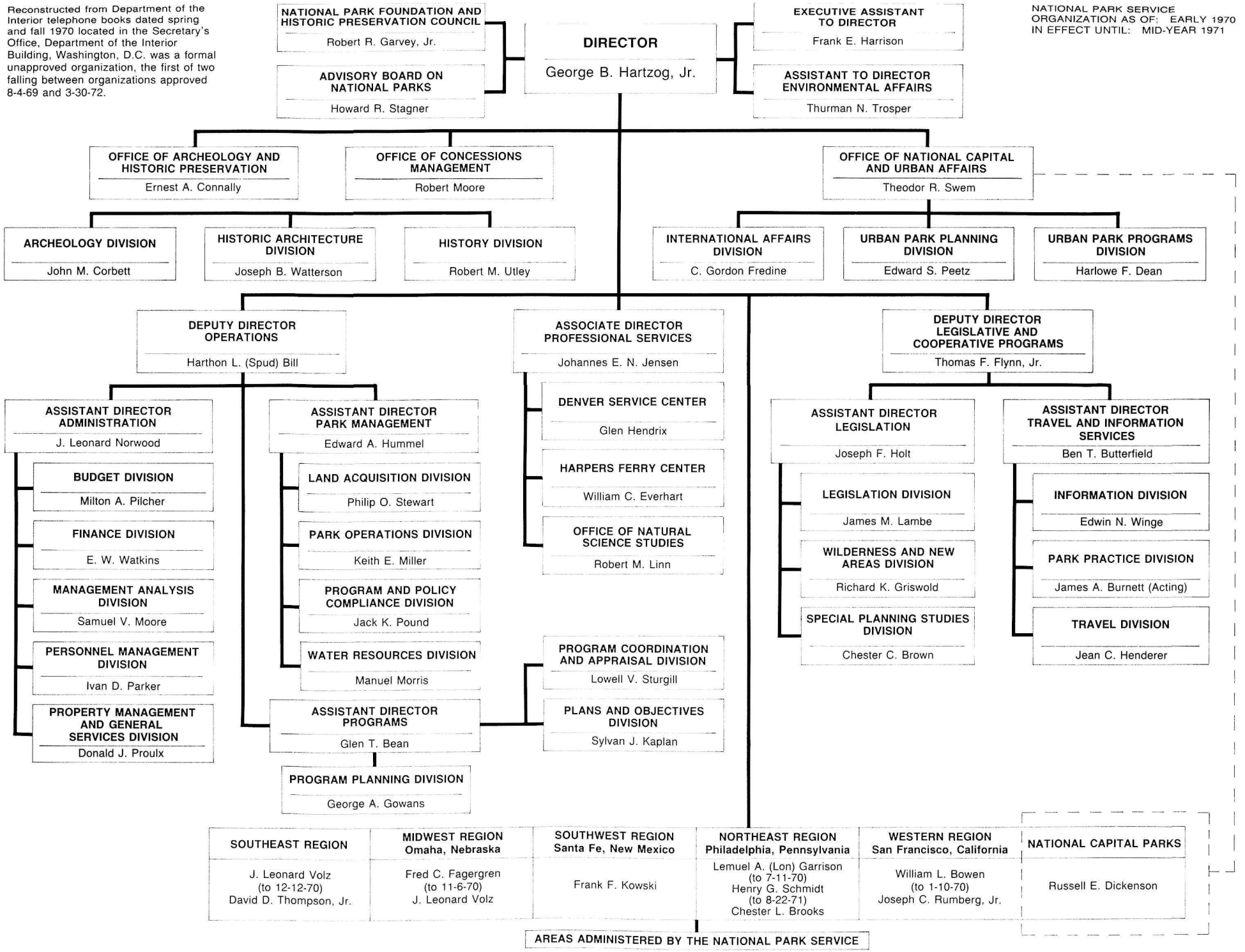
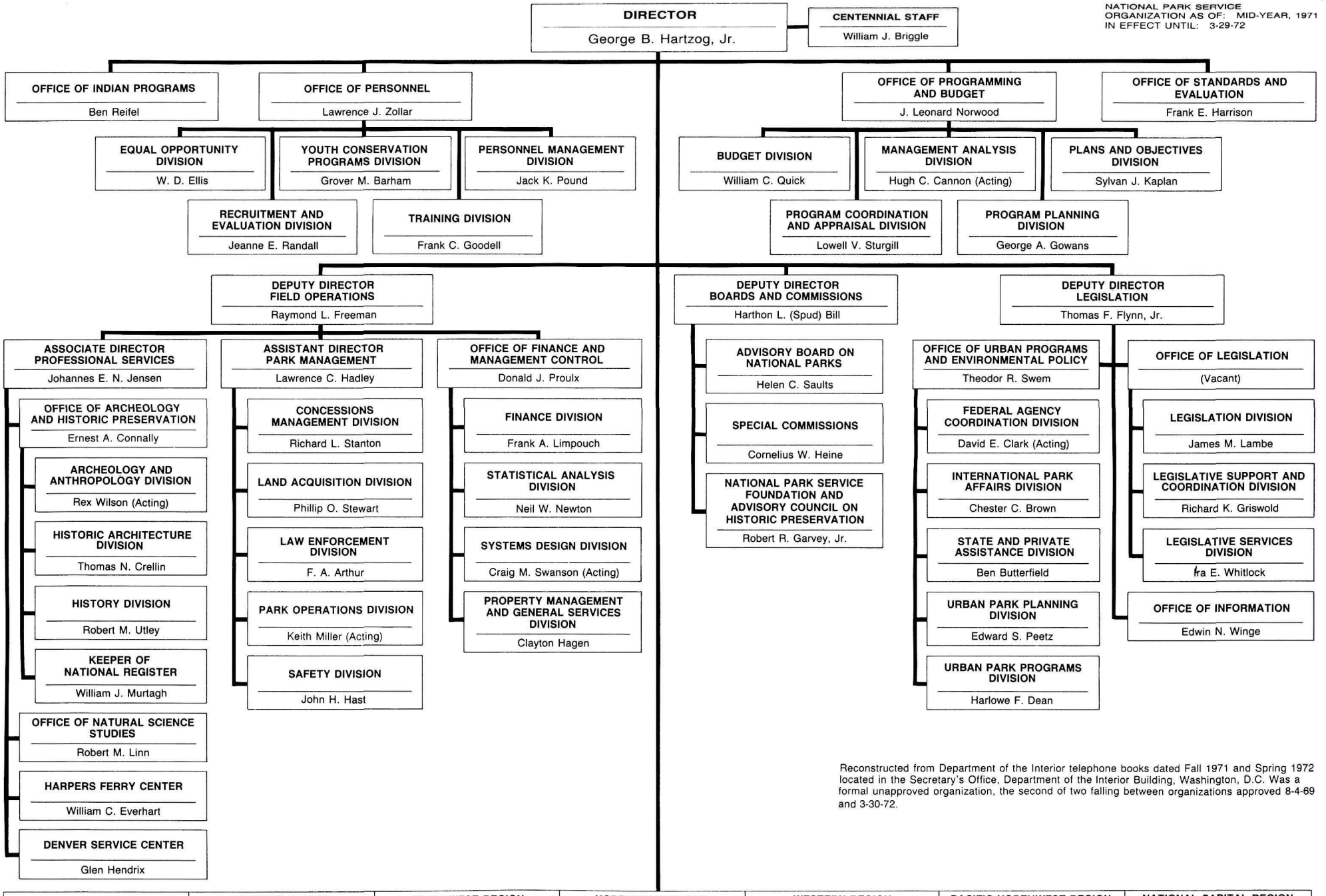


CHART 30

CHART 31

A different configuration of offices reporting directly to the Director which also included the budget function. There were three Deputy Directors. The Pacific Northwest Regional Office was established. Note the number of functional entities titled Offices reporting to the Director and the Deputy Directors.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: MID-YEAR, 1971
IN EFFECT UNTIL: 3-29-72



Reconstructed from Department of the Interior telephone books dated Fall 1971 and Spring 1972 located in the Secretary's Office, Department of the Interior Building, Washington, D.C. Was a formal unapproved organization, the second of two falling between organizations approved 8-4-69 and 3-30-72.

CHART 31

CHART 32

Mr. Hartzog's last organization with one Deputy Director and and four Associate Directors.

Redrawn from a chart dated 3-30-72 found in 145DM, Department of the Interior Manual, Washington, D.C.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 3-30-72
IN EFFECT UNTIL: 9-18-73

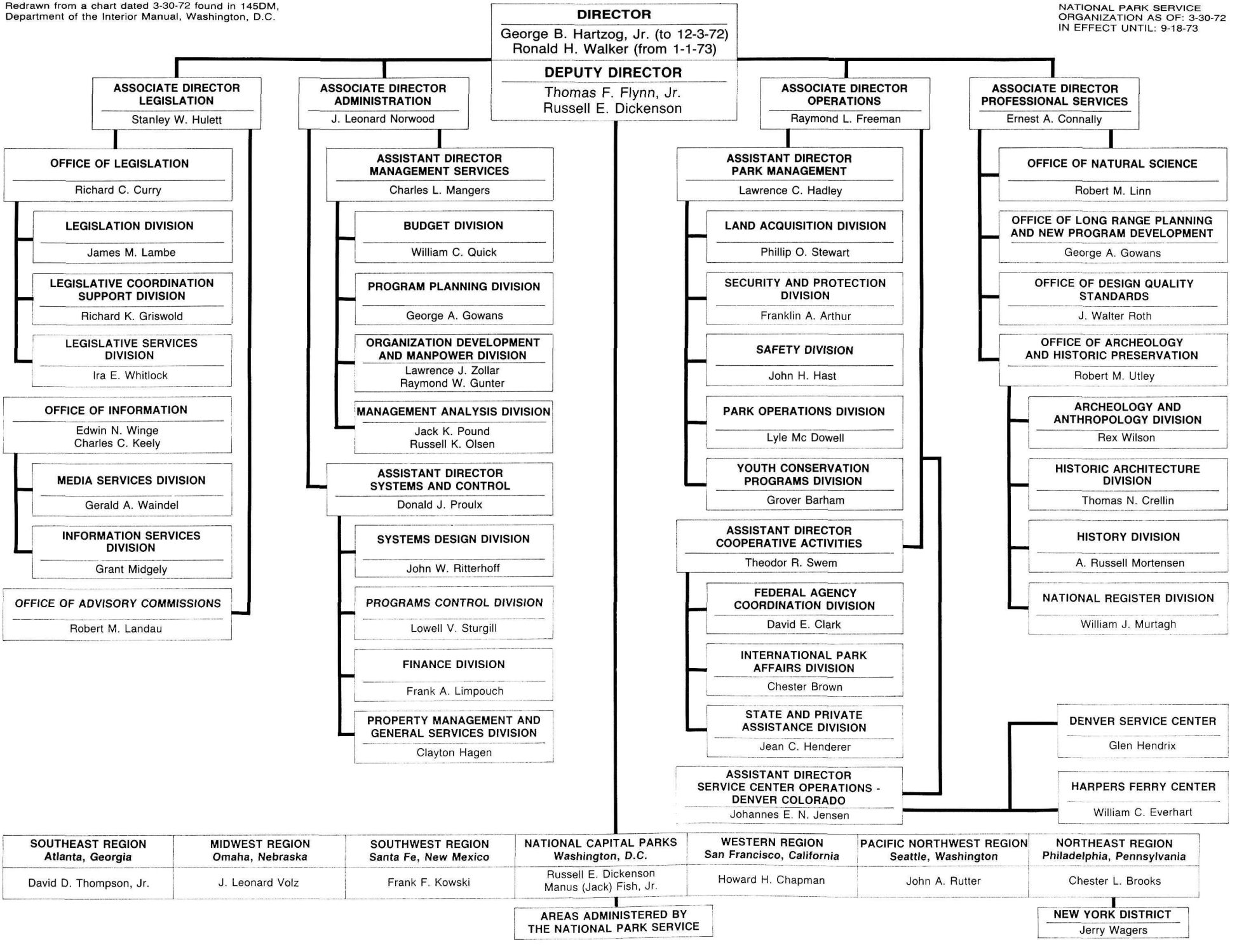


CHART 32

CHART 33

Mr. Walker's only organization with four Associate Directors and also showing the creation of additional regional offices.



Director Walker and his staff. Front row L to R: Howard H. Chapman, Regional Director, Western Region, San Francisco, California; Manus J. (Jack) Fish, Director, National Capital Parks; Jerry Wagers, Regional Director, North Atlantic Region, Boston, Massachusetts; Frank F. Kowski, Regional Director, Southwest Region, Santa Fe, New Mexico; Joseph C. Rumburg, Jr.; David D. Thompson, Jr., Regional Director, Southeast Region, Atlanta, Georgia; Ernest A. Connally, Associate Director, Professional Services; Richard C. Curry, Associate Director, Legislation; Back row L to R: Douglass Blaser, Assistant to the Director; Theodore Sudia, Chief Scientist; Lynn H. Thompson, Regional Director, Rocky Mountain Region; John E. Cook, Associate Director, Park System Management; Russell E. Dickenson, Deputy Director; J. Leonard Norwood, Associate Director, Administration; Merril D. (Dave) Beal, Regional Director, Midwest Region, Omaha, Nebraska; Chester L. Brooks, Regional Director, Mid-Atlantic Region, Philadelphia, Pennsylvania; John Rutter, Regional Director, Pacific Northwest Region, Seattle, Washington.

Redrawn from charts dated 9-19-73 and 9-20-74 found in 145DM, Department of the Interior Manual, Washington, D.C.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 9-19-73
IN EFFECT UNTIL: 5-13-76

OFFICE OF PUBLIC AFFAIRS
Charles C. Keely, Jr.

OFFICE OF PLANNING AND PROGRAMMING POLICY
George A. Gowans

DIRECTOR
Ronald H. Walker (to 1-3-75)
Gary Everhardt (from 1-13-75)

DEPUTY DIRECTOR
Russell E. Dickenson (to 1-1-75)
William J. Briggle (from 1-13-75)

OFFICE OF CHIEF SCIENTIST
Theodore Sudia

ASSOCIATE DIRECTOR PARK SYSTEM MANAGEMENT
John E. Cook

- **ASSISTANT DIRECTOR RESOURCE MANAGEMENT** — Joseph Brown
  - **NATURAL RESOURCES DIVISION** — Neal Guse
  - **MAINTENANCE DIVISION** — Gerald Rowe
  - **LAND ACQUISITION DIVISION** — Phillip O. Stewart
  - **YOUTH CONSERVATION DIVISION** — Grover M. Barham
- **ASSISTANT DIRECTOR VISITOR SERVICES** — Richard W. Marks
  - **SAFETY DIVISION** — Fred Tidwell
  - **PROTECTION DIVISION** — P. T. Hill
  - **VISITOR SERVICES DIVISION** — Richard A. Tousley
- **ASSISTANT DIRECTOR INTERPRETATION** — William C. Everhart
  - **INTERPRETATION DIVISION** — William Dunmire
  - **HARPERS FERRY CENTER** — Marc Sagan
- **ASSISTANT DIRECTOR DEVELOPMENT** — Raymond L. Freeman
  - **DENVER SERVICE CENTER** — Glen Hendrix
  - **ENVIRONMENTAL QUALITY DIVISION** — Gerald Patton
- **ASSISTANT DIRECTOR CONCESSIONS** — Jon A. Foust
  - **CONCESSIONS DIVISION** — Imogene LaCovey

ASSOCIATE DIRECTOR ADMINISTRATION
J. Leonard Norwood

- **DEPUTY ASSOCIATE DIRECTOR, ADMINISTRATION** — Charles L. Mangers
  - **EQUAL EMPLOYMENT OPPORTUNITY DIVISION** — Robert L. Nunn
  - **PERSONNEL DIVISION** — Raymond L. Gunter
  - **PROGRAMMING AND BUDGET DIVISION** — William C. Quick
  - **PROGRAMS CONTROL DIVISION** — Lowell V. Sturgill
  - **FINANCE DIVISION** — Frank A. Limpouch
  - **ORGANIZATION AND METHODS DIVISION** — Russell K. Olsen
  - **CONTRACTING AND PROPERTY MANAGEMENT DIVISION** — Clayton Hagen
  - **SYSTEMS DESIGN DIVISION** — John W. Ritterhoff

ASSOCIATE DIRECTOR LEGISLATION
Richard C. Curry

- **ASSISTANT DIRECTOR EXTERNAL AFFAIRS** (1) — Robert M. Landau
  - **INTERNATIONAL PARK AFFAIRS DIVISION** — Myron C. Sutton
  - **FEDERAL STATE AND PRIVATE LIAISON DIVISION** — Jean C. Henderer
  - **LEGISLATIVE DIVISION** — James M. Lambe
  - **LEGISLATIVE SERVICES DIVISION** — Ira E. Whitlock
- **SECRETARY'S ADVISORY BOARD** (2) — Shirley Luikens

ASSOCIATE DIRECTOR PROFESSIONAL SERVICES
Ernest A. Connally

- **ASSISTANT DIRECTOR ARCHEOLOGY AND HISTORY PRESERVATION** — A. Russell Mortensen
  - **GRANTS DIVISION** — Jerry Rogers
  - **NATIONAL REGISTER DIVISION** — William Murtagh
  - **HISTORICAL AND ARCHITECTURAL SURVEYS DIVISION** — Cornelius Heine
  - **INTERAGENCY SERVICES DIVISION** — Rex Wilson
- **ASSISTANT DIRECTOR, PARK HISTORIC PRESERVATION** — Robert M. Utley
  - **HISTORY DIVISION** — Harry W. Pfanz
  - **ARCHEOLOGY DIVISION** — Robert H. Lister
  - **HISTORIC ARCHITECTURE DIVISION** — Henry A. Judd
- **PROFESSIONAL PUBLICATIONS DIVISION** (3) — Mark S. Carroll

(1) Became Deputy Associate Director 9-20-74
(2) Added to chart 9-20-74
(3) Reported to Associate Director 9-20-74
(4) Regions established 12/73

SOUTHEAST REGION Atlanta, Georgia	MIDWEST REGION Omaha, Nebraska	SOUTHWEST REGION Santa Fe, New Mexico	WESTERN REGION San Francisco, California	MID-ATLANTIC REGION Philadelphia, Pennsylvania	NATIONAL CAPITAL PARKS Washington, D.C.	PACIFIC NORTHWEST REGION Seattle, Washington	ROCKY MOUNTAIN REGION (4) Denver, Colorado	NORTH ATLANTIC REGION (4) Boston, Massachusetts
David D. Thompson, Jr.	J. Leonard Volz (to 2-1-75) Merrill (Dave) Beal	Frank F. Kowski (to 2-16-74) Joseph C. Rumberg, Jr.	Howard H. Chapman	Chester L. Brooks	Manus (Jack) Fish, Jr.	John Rutter (to 7-31-75) Russell E. Dickenson	Lynn Thompson	Jerry Wagers

AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

CHART 33

CHART 34

Mr. Everhardt's only organization with three Associate Directors and seven offices reporting directly to the Director. The Advisory Council on Historic Preservation became an independent agency in this period.



Merrill D. (Dave) Beall, Regional Director, Midwest Region. A long time Naturalist, Deputy Regional Director and Regional Director. His last assignment was as Superintendent, Great Smoky Mountains National Park.

Redrawn from charts dated 5-14-86 and 11-23-76 found in 145DM Department of the Interior Manual, Washington, D.C.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 5-14-76
IN EFFECT UNTIL: 7-19-78

ASSISTANT FOR ADVISORY BOARDS AND COMMISSIONS
Robert M. Landau

DIRECTOR
Gary Everhardt (to 5-27-77)
William J. Whalen (from 7-5-77)

DEPUTY DIRECTOR
William J. Briggle (to 5-27-77)
Ira J. Hutchison

ASSISTANT TO DIRECTOR ALASKA
Roger Contor

- **OFFICE OF COOPERATIVE ACTIVITIES** — Jean C. Henderer
  - **INTERNATIONAL PARK AFFAIRS**
  - **FEDERAL AND STATE LIAISON** — Frank Goodell
  - **PROFESSIONAL PUBLICATIONS** — Mark Carroll
- **OFFICE OF LEGISLATION** — Richard C. Curry
  - **LEGISLATIVE DIVISION** — James M. Lambe
  - **CONGRESSIONAL LIAISON** — Ira E. Whitlock
- **OFFICE OF PROGRAMMING AND BUDGET** — Lowell V. Sturgill
  - **POLICY DIVISION** — George A. Gowans
  - **PROGRAM DEVELOPMENT AND CONTROL** — Geary Fisher
  - **BUDGET DIVISION** — Jay Sahd
- **OFFICE OF COMMUNICATIONS**
- **EQUAL EMPLOYMENT OPPORTUNITY** — Robert Nunn
- **NATIONAL PARK FOUNDATION** — John Bryant
- **ADVISORY COUNCIL FOR HISTORIC PRESERVATION**[1] — Robert Garvey

- **ASSOCIATE DIRECTOR MANAGEMENT AND OPERATIONS** — John E. Cook
  - **ASSISTANT DIRECTOR PARK OPERATIONS** — Robert Stanton
    - **NATURAL RESOURCE MANAGEMENT DIVISION** — Neal Guse, Jr.
    - **RESEARCH AND SCIENTIFIC DIVISION** — Theodore Sudia
    - **CULTURAL RESOURCES MANAGEMENT DIVISION** — F. Ross Holland
    - **MAINTENANCE DIVISION** — Gerald Rowe
    - **INTERPRETATION AND VISITOR SERVICES DIVISION** — Vernon (Dave) Dame
    - **RANGER ACTIVITIES AND LAW ENFORCEMENT DIVISION** — Andrew Hutchison
  - **ASSISTANT DIRECTOR PLANNING AND DEVELOPMENT** — Raymond L. Freeman
    - **DENVER SERVICE CENTER** — John Henneberger
    - **HARPERS FERRY CENTER** — Marc Sagan
    - **PARK PLANNING AND ENVIRONMENTAL COMPLIANCE** — Gerald Patton
    - **DESIGN AND TECHNOLOGY DIVISION** — Walter Roth
  - **ASSISTANT DIRECTOR SPECIAL SERVICES** — Phillip O. Stewart
    - **LAND ACQUISITION DIVISION** — Charles Rinaldi
    - **CONCESSIONS MANAGEMENT DIVISION** — L. E. Surles
    - **SAFETY DIVISION** — Leroy Spivey
    - **ENVIRONMENTAL SANITATION OFFICER** — Joseph Schock (U.S. Public Health Service)

- **ASSOCIATE DIRECTOR ADMINISTRATIVE SERVICES** — J. Leonard Norwood, Russell K. Olsen
  - **MANAGEMENT CONSULTING DIVISION** — Tyrone Ayers
  - **WASO PERSONNEL** — Joseph Rogers
  - **PERSONNEL MANAGEMENT DIVISION** — Barbara J. Hickman
  - **FINANCE DIVISION** — Frank A. Limpouch, Donald J. Omans
  - **CONTRACTING AND PROPERTY MANAGEMENT DIVISION** — Clayton Hagen
  - **YOUTH ACTIVITIES DIVISION** — Grover M. Barham
  - **DATA SYSTEMS DIVISION** — John W. Ritterhoff
  - **TRAINING DIVISION** — Tom Thomas, Clementine E. Pinner
  - **GENERAL SERVICES DIVISION** — Frank A. Limpouch
- **ASSOCIATE DIRECTOR PRESERVATION OF HISTORIC PROPERTIES** — Ernest A. Connally
  - **OFFICE OF ARCHEOLOGY AND HISTORIC PRESERVATION** — A. Russell Mortenson
    - **NATIONAL REGISTER DIVISION** — William Murtagh
    - **GRANTS ADMINISTRATION DIVISION** — Richard Mehring
    - **INTERAGENCY ARCHEOLOGY SERVICES DIVISION** — Rex Wilson
    - **TECHNICAL PRESERVATION SERVICES DIVISION** — W. Brown Morton
    - **HISTORIC AMERICAN BUILDING SURVEY DIVISION** — John Poppeliers
    - **HISTORIC AMERICAN ENGINEERING RECORD DIVISION** — Douglas Griffin
    - **HISTORIC SITES SURVEY DIVISION** — George Emery

SOUTHEAST REGION Atlanta, Georgia	MIDWEST REGION Omaha, Nebraska	SOUTHWEST REGION Santa Fe, New Mexico	WESTERN REGION San Francisco, California	MID-ATLANTIC REGION Philadelphia, Pennsylvania	NATIONAL CAPITAL REGION Washington, D.C.	PACIFIC NORTHWEST REGION Seattle, Washington	ROCKY MOUNTAIN REGION Denver, Colorado	NORTH ATLANTIC REGION Boston, Massachusetts
David D. Thompson, Jr. (to 10-22-76) Joseph Brown	Merrill (Dave) Beal	Joseph C. Rumberg, Jr. (to 12-31-76) John E. Cook	Howard H. Chapman	Chester L. Brooks (to 11-20-76) Richard L. Stanton	Manus (Jack) Fish, Jr.	Russell E. Dickenson	Lynn Thompson (to 4-22-78) Glen T. Bean	Jerry Wagers (to 7-31-76) Jack Stark

AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

[1] Advisory Council became an independent agency in 1976.

CHART 34

CHART 35

Mr. Whalen's only organization which continued the large number of offices reporting to the Director. There are three functional Associate Directors, one of which was a reconstituted Administrative Directorate. Alaska appears as a Regional Office.

Redrawn from charts dated 7-20-78, 2-9-79 and 12-12-80 found in 145DM, Department of the Interior Manual, Washington, D.C.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 7-20-78
IN EFFECT UNTIL: 6-22-81

DIRECTOR
William J. Whalen (to 5-13-80)
Russell E. Dickenson (from 5-14-80)

DEPUTY DIRECTOR
Ira J. Hutchison

ASSISTANT TO DIRECTOR —ALASKA
Roger Contor

OFFICE OF PARK PLANNING AND ENVIRONMENTAL QUALITY
David G. Wright

- **ENVIRONMENTAL COMPLIANCE** — Gerald Patton
- **DENVER SERVICE CENTER** — Dennis P. Galvin
- **HARPERS FERRY CENTER** — Marc Sagan

OFFICE OF MANAGEMENT POLICY
George Gowans

OFFICE OF LEGISLATION
Peter Gove

OFFICE OF COOPERATIVE ACTIVITIES
Jean C. Henderer

BUREAU EQUAL EMPLOYMENT OPPORTUNITY OFFICER
Robert Nunn
Marshall Brookes

NATIONAL PARK FOUNDATION
John Bryant

OFFICE OF PUBLIC AFFAIRS
Priscilla Baker

ASSOCIATE DIRECTOR SCIENCE AND TECHNOLOGY
Theodore W. Sudia
Richard H. Briceland

- **ASSISTANT DIRECTOR PARK SCIENCE** — Albert Greene, Jr.
  - **NATURAL RESOURCE DIVISION** — Roland Wauer
  - **SOCIAL SCIENCE DIVISION** — Vacant
  - **NATURAL HISTORY DIVISION** — Vernon C. Gilbert
  - **RESEARCH EVALUATION *DIVISION*** — Nick Chura
- **ASSISTANT DIRECTOR PARK TECHNOLOGY** — Robert Linn
  - **AIR AND WATER RESOURCES DIVISION** — Raymond Herrmann
  - **APPROPRIATE TECHNOLOGY DIVISION** — James Stewart
  - **SCIENCE INFORMATION DIVISION** — Cabe Smith
  - **ENVIRONMENTAL *EDUCATION DIVISION*** — Barbara Clark

ASSOCIATE DIRECTOR MANAGEMENT AND OPERATIONS
John E. Cook
Daniel J. Tobin, Jr.

- **ASSISTANT DIRECTOR PARK OPERATIONS**
  - **YOUTH ACTIVITIES DIVISION** — Grover M. Barham
  - **MAINTENANCE DIVISION** — Gerald Rowe
  - **SPECIAL PROGRAMS AND POPULATIONS DIVISION** — David Park
  - **INTERPRETATION AND *VISITOR SERVICES DIVISION*** — Vernon (Dave) Dame
  - **RANGER ACTIVITIES AND PROTECTION DIVISION** — Charles A. Veitl
- **ASSISTANT DIRECTOR SPECIAL SERVICES** — Phillip O. Stewart
  - **LAND ACQUISITION DIVISION** — Phillip O. Stewart, Charles Rinaldi
  - **MINING AND MINERALS DIVISION** — David Jones
  - **ENVIRONMENTAL SANITATION** — Joseph Schock (U.S. Public Health Service)
  - **SAFETY DIVISION** — Leroy Spivey
  - **CONCESSIONS MANAGEMENT DIVISION** — L. E. Surles
- **ASSISTANT DIRECTOR CULTURAL RESOURCES** — F. Ross Holland
  - **HISTORY DIVISION** — Harry Pfanz
  - **ANTHROPOLOGY DIVISION** — Douglas Scovill
  - **HISTORIC ARCHITECTURE DIVISION** — Henry Judd

ASSOCIATE DIRECTOR ADMINISTRATION
Russell K. Olsen
Nancy C. Garrett

- **BUDGET DIVISION** (1) — William Quick
- **PROGRAM EXECUTION DIVISION** (1) — Lowell V. Stugill
- **MANAGEMENT CONSULTING DIVISION** — Russell K. Olsen
- **PERSONNEL MANAGEMENT DIVISION** — Barbara Hickman
- **TRAINING DIVISION** — Clementine E. Pinner
- **FINANCE DIVISION** — Donald J. Omans
- **CONTRACTING AND GENERAL SERVICES DIVISION** (2) — Barbara Woyak
- **DATA SYSTEMS DIVISION** — John W. Ritterhoff

(1) Functions combined 2-9-79.
(2) Name changed from General Services 2-9-79.
(3) Alaska Region established 12-3-80.

SOUTHEAST REGION Atlanta, Georgia	MIDWEST REGION Omaha, Nebraska	SOUTHWEST REGION Santa Fe, New Mexico	WESTERN REGION San Francisco, California	MID-ATLANTIC REGION Philadelphia, Pennsylvania	NATIONAL CAPITAL REGION Washington, D.C.	PACIFIC NORTHWEST REGION Seattle, Washington	ROCKY MOUNTAIN REGION Denver, Colorado	NORTH ATLANTIC REGION Boston, Massachusetts	ALASKA REGION (3) Anchorage, Alaska
Joseph Brown (to 4-4-81) Robert M. Baker	Merril (Dave) Beall (to 12-2-78) Jimmie Dunning	John E. Cook (to 3-5-79) L. Lorraine Mintzmeyer (to 4-5-80) Robert I. Kerr	Howard H. Chapman	Richard L. Stanton (to 1-27-80) James W. Coleman	Manus (Jack) Fish, Jr.	Russell E. Dickenson (to 5-13-80) Daniel J. Tobin, Jr.	Glen T. Bean (to 2-29-80) L. Lorraine Mintzmeyer	Jack Stark (to 8-25-79) Richard Stanton	John E. Cook

AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

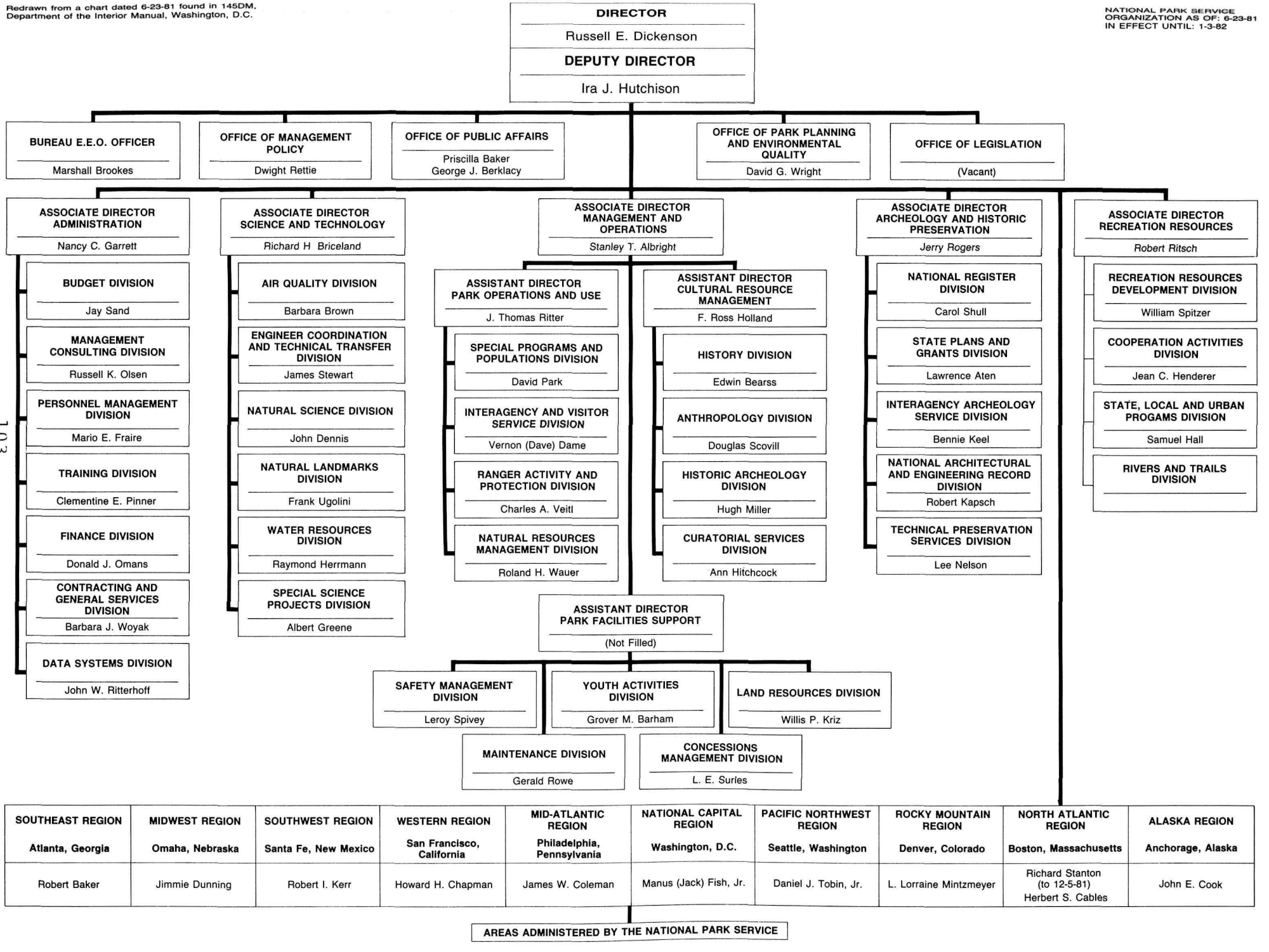
CHART 35

CHART 36

An organization which reflects the return of the Heritage Conservation and Recreation Service functions to the National Park Service and adds two Associate Directors to accommodate the transfer.

Redrawn from a chart dated 6-23-81 found in 145DM, Department of the Interior Manual, Washington, D.C.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 6-23-81
IN EFFECT UNTIL: 1-3-82



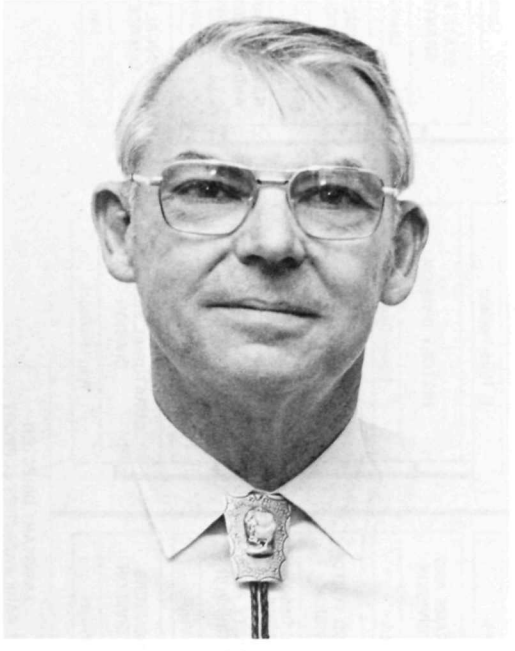
SOUTHEAST REGION Atlanta, Georgia	MIDWEST REGION Omaha, Nebraska	SOUTHWEST REGION Santa Fe, New Mexico	WESTERN REGION San Francisco, California	MID-ATLANTIC REGION Philadelphia, Pennsylvania	NATIONAL CAPITAL REGION Washington, D.C.	PACIFIC NORTHWEST REGION Seattle, Washington	ROCKY MOUNTAIN REGION Denver, Colorado	NORTH ATLANTIC REGION Boston, Massachusetts	ALASKA REGION Anchorage, Alaska
Robert Baker	Jimmie Dunning	Robert I. Kerr	Howard H. Chapman	James W. Coleman	Manus (Jack) Fish, Jr.	Daniel J. Tobin, Jr.	L. Lorraine Mintzmeyer	Richard Stanton (to 12-5-81) Herbert S. Cables	John E. Cook

AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

CHART 36

CHART 37

An organization which reflects two Deputy Directors, the former Heritage Conservation and Recreation Service functions, and a split of the Associate Director Administration functions into into two Assistant Directorships.



Daniel J. (Jim) Tobin, Jr., Regional Director, Pacific Northwest Region. A third generation National Park Service employee with a varied career as a Superintendent, Deputy Regional Director, Associate Director, Management and Operations, and Regional Director.

Redrawn from a chart dated 1-4-82 located in Administrative Services Division Files, Washington, D.C. Represents an unofficial organization to accommodate two Deputy Directors. Falls between formally approved organizations of 6-23-81 and 2-26-83.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 1-4-82
IN EFFECT UNTIL: 2-25-83

DIRECTOR
Russell E. Dickenson

BUREAU EEO OFFICER
Marshall C. Brookes

OFFICE OF MANAGEMENT POLICY
Dwight F. Rettie

OFFICE OF PUBLIC AFFAIRS
George J. Berklacy

OFFICE OF LEGISLATION
J. M. Lambe

OFFICE OF CONGRESSIONAL LIAISON
Ira E. Whitlock

DEPUTY DIRECTOR
Ira J. Hutchison

OFFICE OF PARK PLANNING AND ENVIRONMENTAL QUALITY
David G. Wright

OFFICE OF INFORMATION MANAGEMENT
Susan Smith

DEPUTY DIRECTOR
Mary Lou Grier

DEPARTMENTAL CONSULTING ARCHEOLOGIST
Bennie Keel

ASSOCIATE DIRECTOR SCIENCE AND TECHNOLOGY
Richard H. Briceland

- **AIR QUALITY DIVISION** — Barbara Brown
- **ENERGY CONSERVATION AND TECHNOLOGY TRANSFER DIVISION** — James W. Stewart
- **NATURAL SCIENCE DIVISION** — John G. Dennis
- **WATER RESOURCES DIVISION** — Jay Bassin
- **SPECIAL SCIENCE PROJECTS DIVISION** — Albert G. Greene, Jr.

SENIOR SCIENTIST
Thedore Sudia

ASSOCIATE DIRECTOR MANAGEMENT AND OPERATIONS
Stanley Albright

ENVIRONMENTAL SANITATION OFFICER
Joseph P. Schock

ASSISTANT DIRECTOR PARK USE AND OPERATIONS
J. Thomas Ritter

- **SPECIAL PROGRAMS AND POPULATIONS DIVISION** — David C. Park
- **INTERPRETATION AND VISITOR SERVICES DIVISION** — Vernon D. Dame
- **RANGER ACTIVITIES AND PROTECTION DIVISION** — Charles A. Veitl
- **NATURAL RESOURCES MANAGEMENT DIVISION** — Roland H. Wauer

ASSISTANT DIRECTOR PARK FACILITIES SUPPORT
Vacant

- **SAFETY MANAGEMENT DIVISION** — Richard Wilburn
- **LAND RESOURCES DIVISION** — Willis P. Kriz
- **YOUTH ACTIVITIES DIVISION** — Grover M. Barham
- **MAINTENANCE DIVISION** — George A. Gowans
- **CONCESSIONS MANAGEMENT DIVISION** — David E. Gackenbach

ASSOCIATE DIRECTOR CULTURAL RESOURCES MANAGEMENT
F. Ross Holland, Jr.

- **HISTORY DIVISION** — Edwin C. Bearss
- **ANTHROPOLOGY DIVISION** — Douglas Scovill
- **HISTORIC ARCHITECTURE DIVISION** — Hugh Miller
- **CURATORIAL SERVICES DIVISION** — Ann Hitchcock (Acting)

ASSISTANT DIRECTOR PERSONNEL AND ADMINISTRATIVE SERVICES
Richard E. Powers

- **ADMINISTRATIVE SERVICES DIVISION** — Russell K. Olsen
- **PERSONNEL MANAGEMENT DIVISION** — Mario R. Fraire
- **TRAINING DIVISION** — Albert E. Werking (Acting)

ASSISTANT DIRECTOR FINANCIAL MANAGEMENT AND DATA SYSTEMS
Daniel Salisbury

- **FINANCE DIVISION** — Donald J. Omans
- **BUDGET DIVISION** — Jay L. Sahd
- **DATA SYSTEMS DIVISION** — John W. Ritterhoff

ASSOCIATE DIRECTOR NATIONAL REGISTER PROGRAMS
Jerry L. Rogers

- **INTERAGENCY RESOURCE MANAGEMENT DIVISION** — Lawrence F. Aten
- **HABS/HAER DIVISION** — Robert J. Kapsch
- **PRESERVATION ASSISTANCE DIVISION** — Lee H. Nelson

ASSOCIATE DIRECTOR RECREATION RESOURCES
Robert A. Ritsch

- **RECREATION RESOURCES DEVELOPMENT DIVISION** — William T. Spitzer
- **COOPERATIVE ACTIVITIES DIVISION** — Jean C. Henderer
- **STATE, LOCAL AND URBAN PROGRAMS DIVISION** — Samuel Hall
- ***RIVERS AND TRAILS* DIVISION** — Vacant

SOUTHEAST REGION Atlanta, Georgia	MIDWEST REGION Omaha, Nebraska	SOUTHWEST REGION Santa Fe, New Mexico	WESTERN REGION San Francisco, California	MID-ATLANTIC REGION Philadelphia, Pennsylvania	NATIONAL CAPITAL REGION Washington, D.C.	PACIFIC NORTHWEST REGION Seattle, Washington	ROCKY MOUNTAIN REGION Denver, Colorado	NORTH ATLANTIC REGION Boston, Massachusetts	ALASKA REGION Anchorage, Alaska
Robert Baker	Jimmie Dunning	Robert I. Kerr	Howard H. Chapman	James W. Coleman	Manus (Jack) Fish, Jr.	Daniel J. Tobin, Jr.	L. Lorraine Mintzmeyer	Herbert Cables	John E. Cook

AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

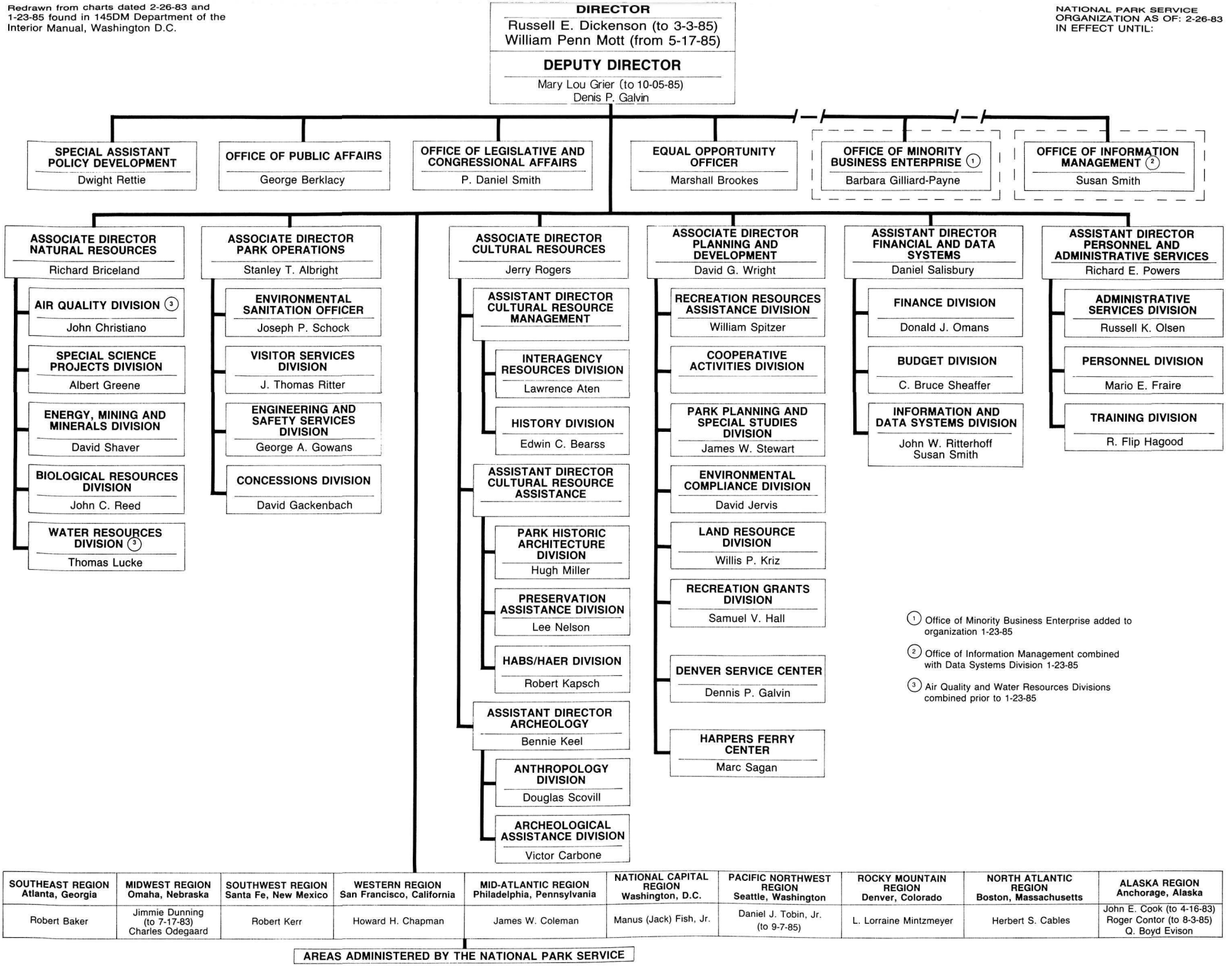
CHART 37

CHART 38

This organization currently in effect reflecting one Deputy Director and the joining of all historical functions (park and external) under one Associate Director for Cultural Resources.

Redrawn from charts dated 2-26-83 and 1-23-85 found in 145DM Department of the Interior Manual, Washington D.C.

NATIONAL PARK SERVICE
ORGANIZATION AS OF: 2-26-83
IN EFFECT UNTIL:



SOUTHEAST REGION Atlanta, Georgia	MIDWEST REGION Omaha, Nebraska	SOUTHWEST REGION Santa Fe, New Mexico	WESTERN REGION San Francisco, California	MID-ATLANTIC REGION Philadelphia, Pennsylvania	NATIONAL CAPITAL REGION Washington, D.C.	PACIFIC NORTHWEST REGION Seattle, Washington	ROCKY MOUNTAIN REGION Denver, Colorado	NORTH ATLANTIC REGION Boston, Massachusetts	ALASKA REGION Anchorage, Alaska
Robert Baker	Jimmie Dunning (to 7-17-83) Charles Odegaard	Robert Kerr	Howard H. Chapman	James W. Coleman	Manus (Jack) Fish, Jr.	Daniel J. Tobin, Jr. (to 9-7-85)	L. Lorraine Mintzmeyer	Herbert S. Cables	John E. Cook (to 4-16-83) Roger Contor (to 8-3-85) Q. Boyd Evison

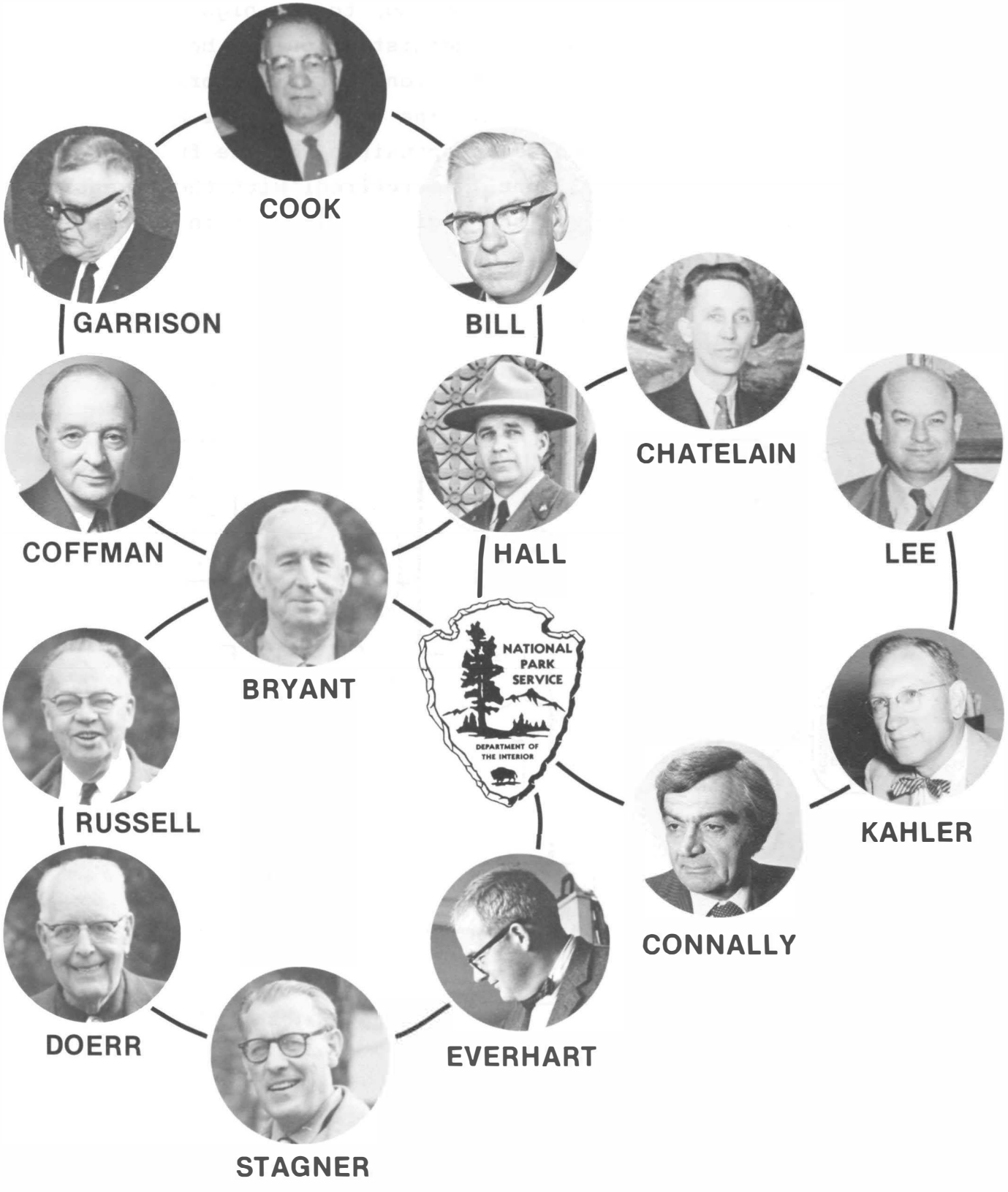
AREAS ADMINISTERED BY THE NATIONAL PARK SERVICE

CHART 38

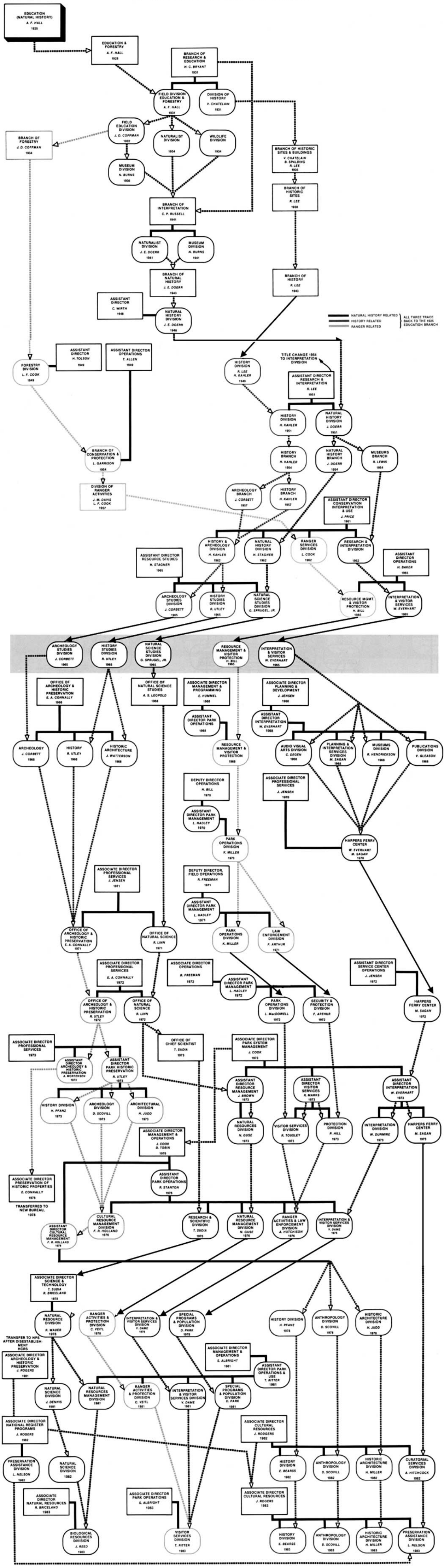
CHART 39

These charts are a graphic representation of the naturalist, ranger and historian functions from their beginnings in 1925 on the University of California, Berkeley Campus. The intertwining of these functions over the years can be related to both personali-ties, needs of the moment, and available people and dollars.

NATURALISTS, RANGERS & HISTORIANS



THE NATURALIST, RANGER & HISTORIAN LINE



THE NATURALIST, RANGER & HISTORIAN LINE

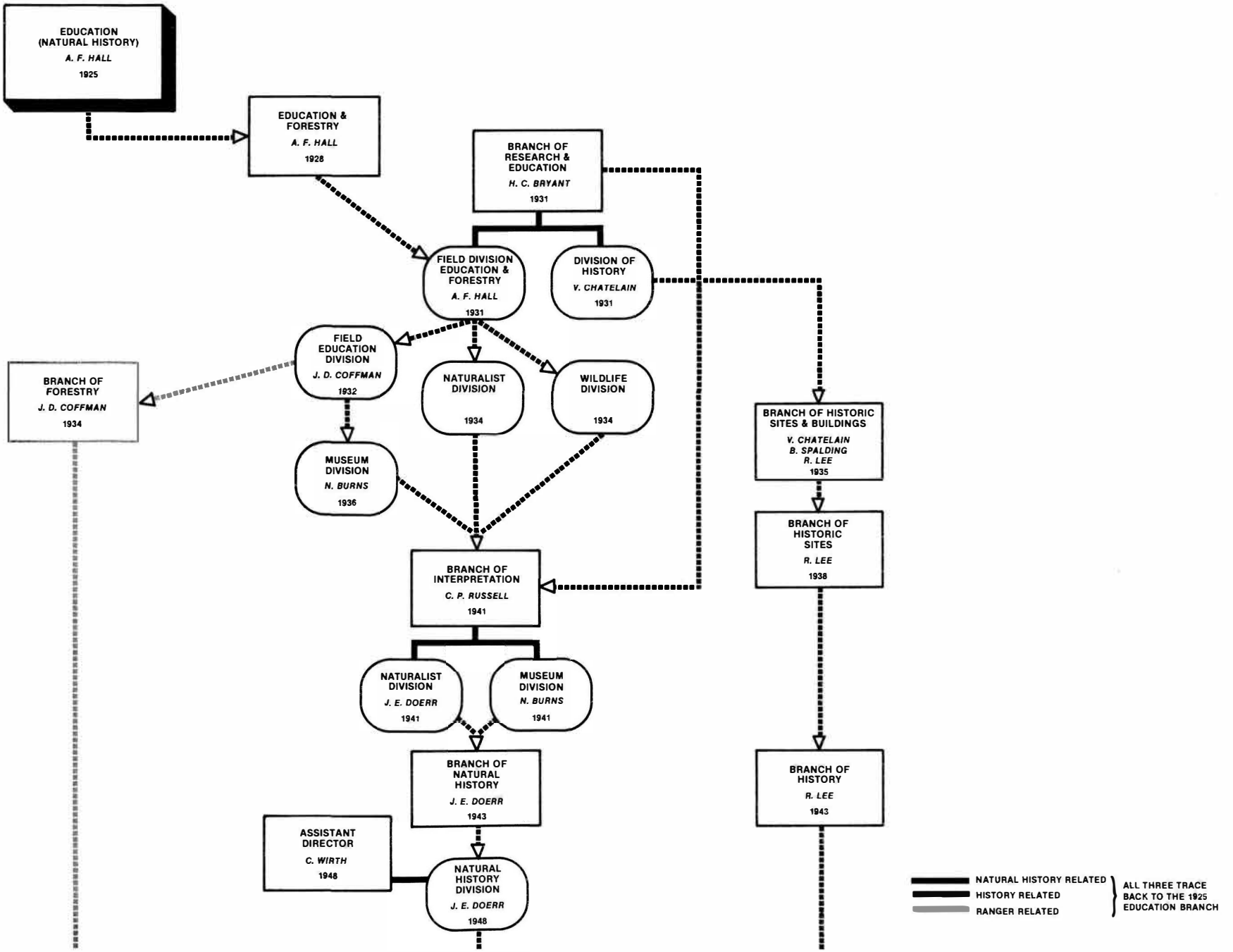
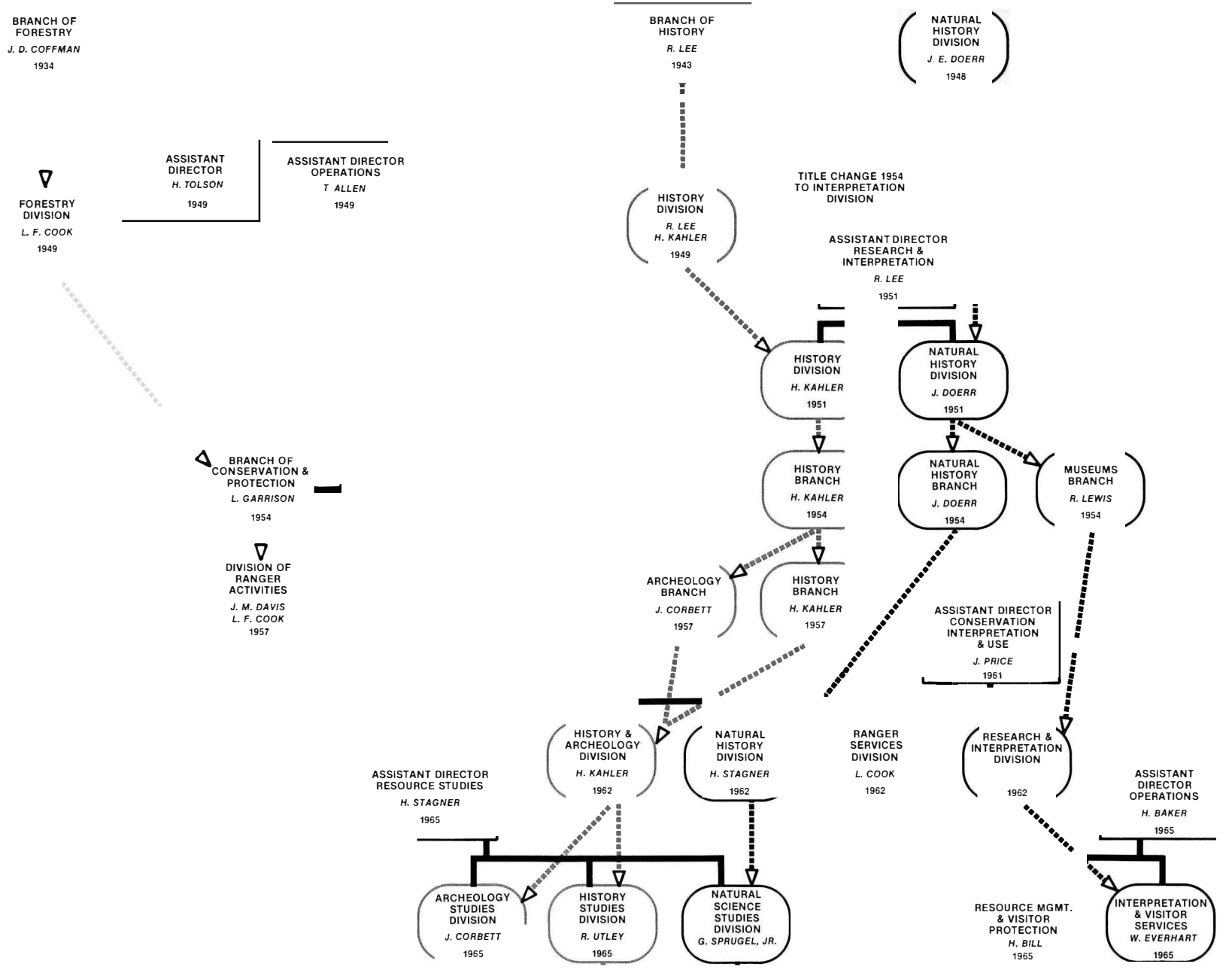
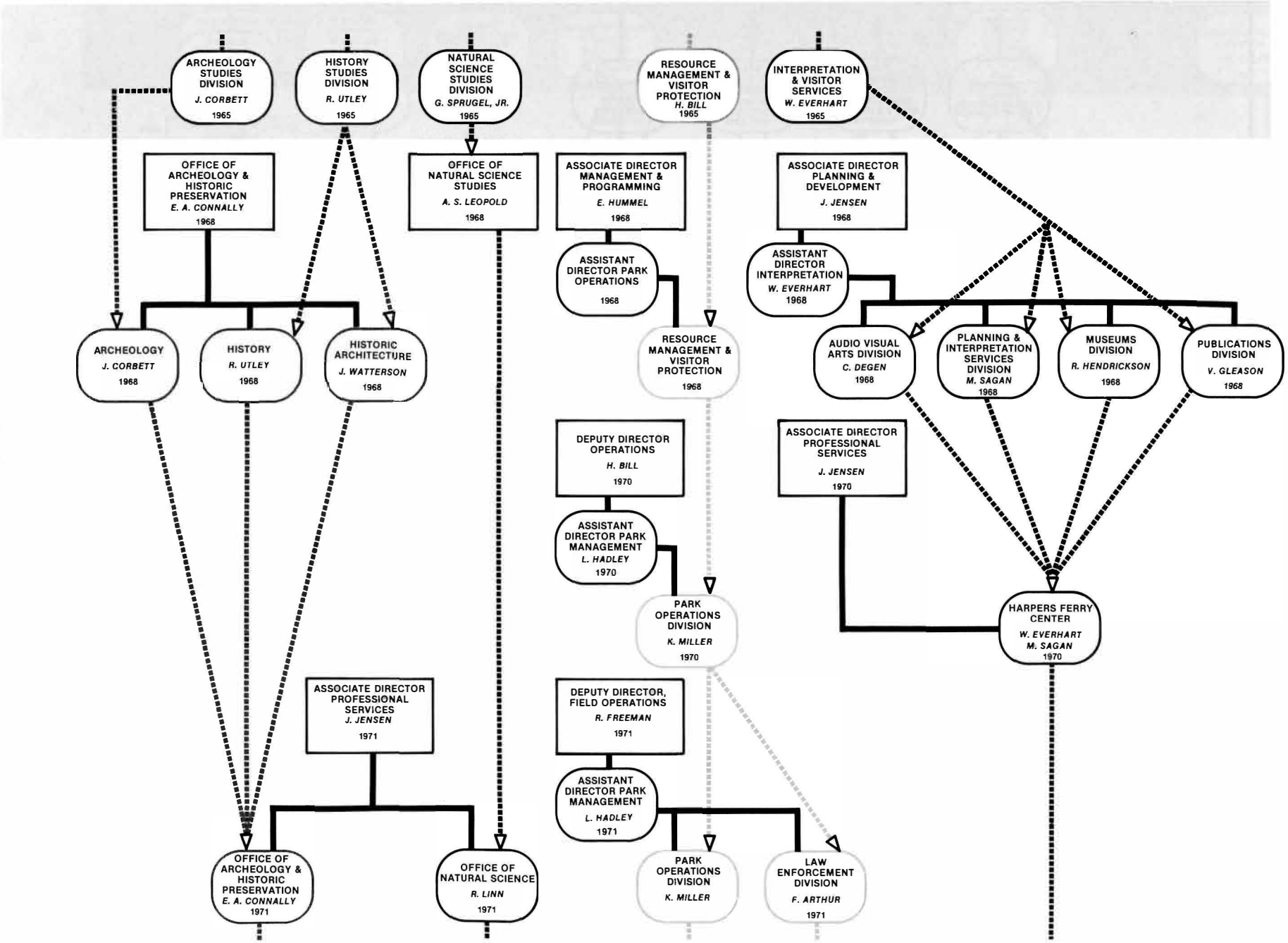


CHART 39

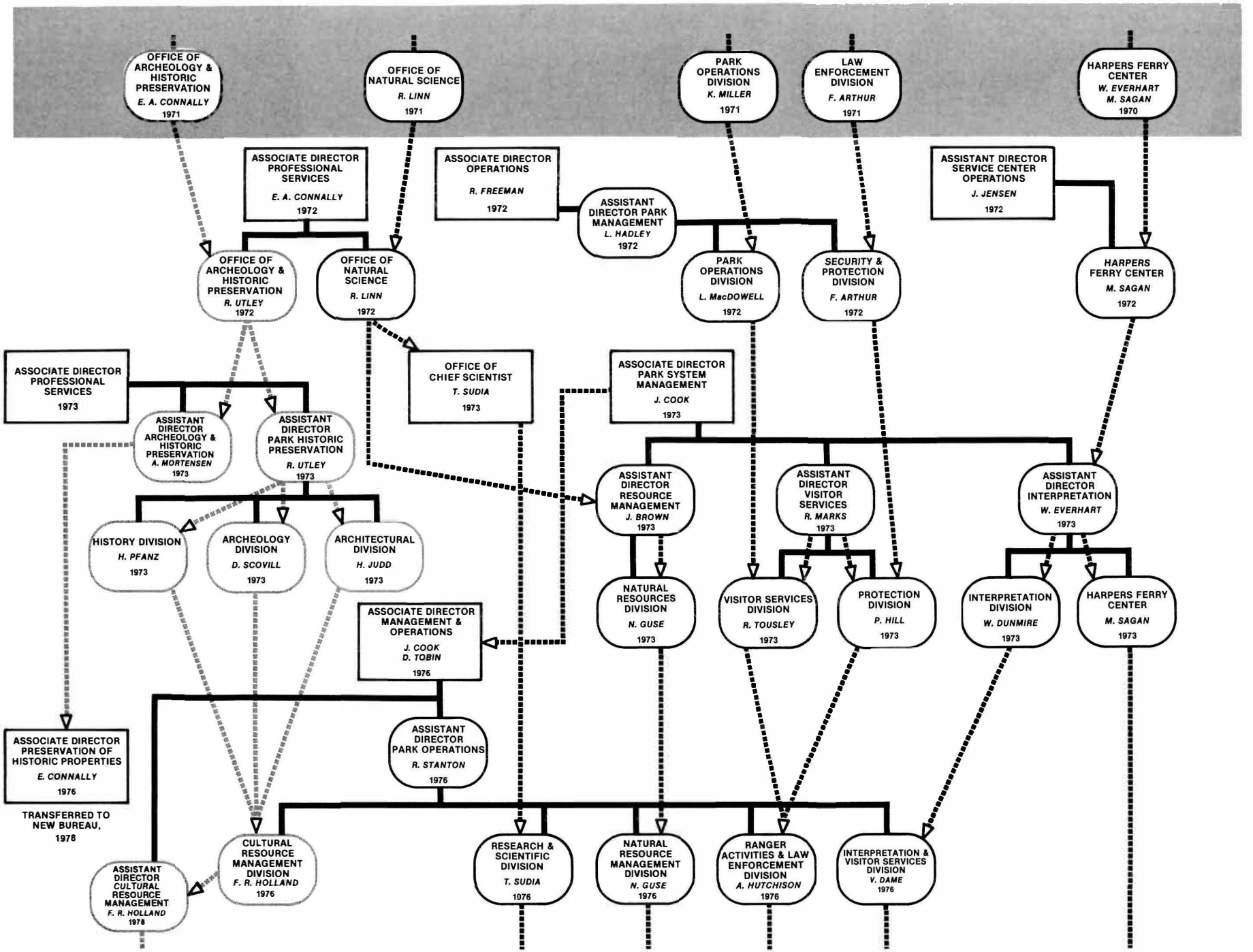
REPEAT AND CONTINUATION FROM PREVIOUS CHART



REPEAT AND CONTINUATION FROM PREVIOUS CHART



REPEAT AND CONTINUATION FROM PREVIOUS CHART



REPEAT AND CONTINUATION FROM PREVIOUS CHART

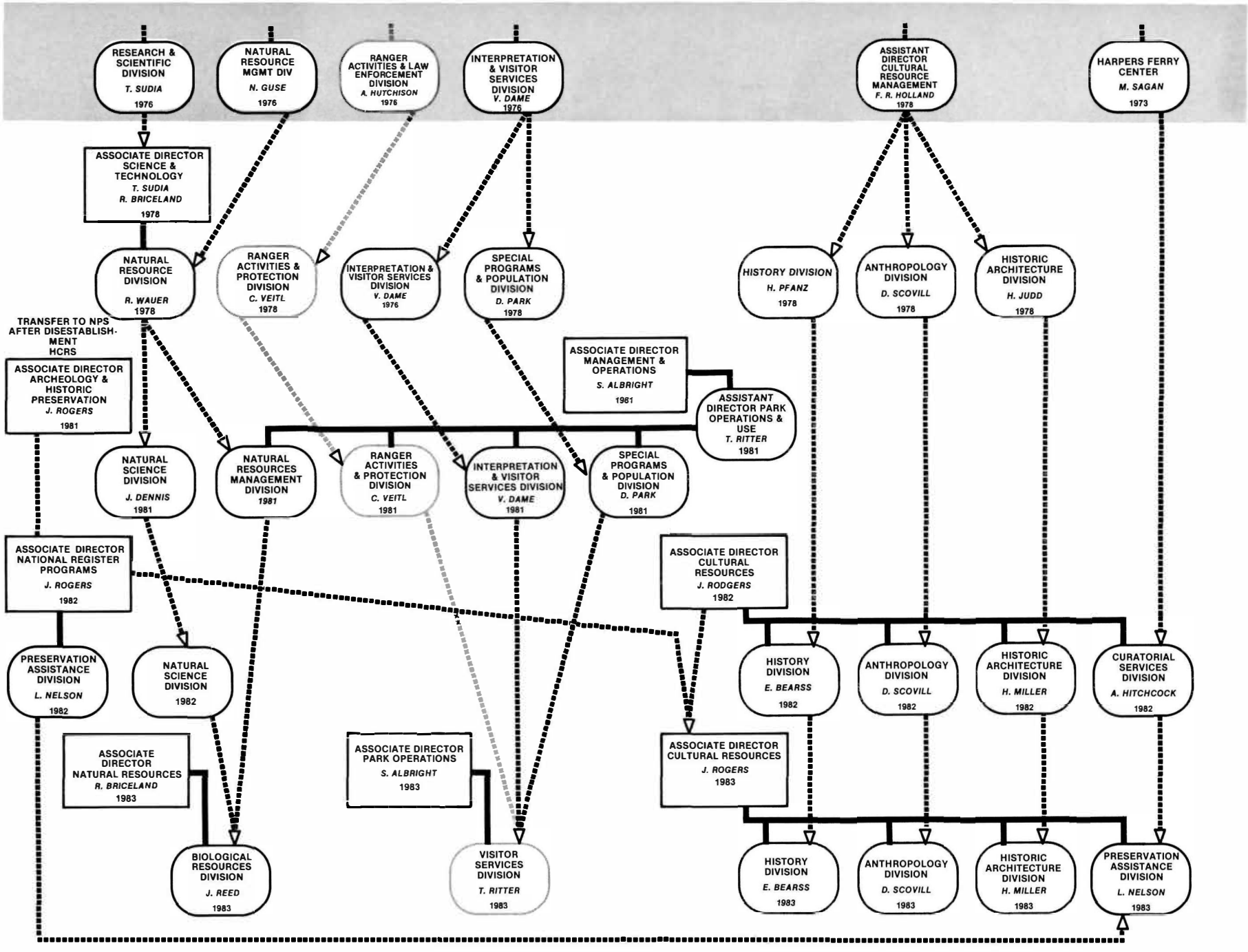


CHART 40

This chart is a graphic representation of the growth of the function from literally a one person shop to the highly technical, highly specialized function that administration has become. It also shows those areas of administration that Directors felt were personally important to them. The continuity is also interesting. Hillory Tolson was responsible for the function more than 25 years from 1933 until he retired, with the exception of a short period when he was the Regional Director in Santa Fe, New Mexico.

SENIOR ADMINISTRATIVE OFFICERS OF THE NATIONAL PARK SERVICE 1917 TO 1985



POWERS

PHOTO NOT AVAILABLE

GRIFFITH



SALISBURY



HOLMES



GARRETT

NATIONAL PARK SERVICE
DEPARTMENT OF THE INTERIOR



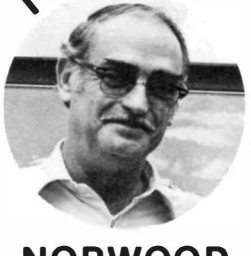
DEMARAY



OLSEN



TOLSON

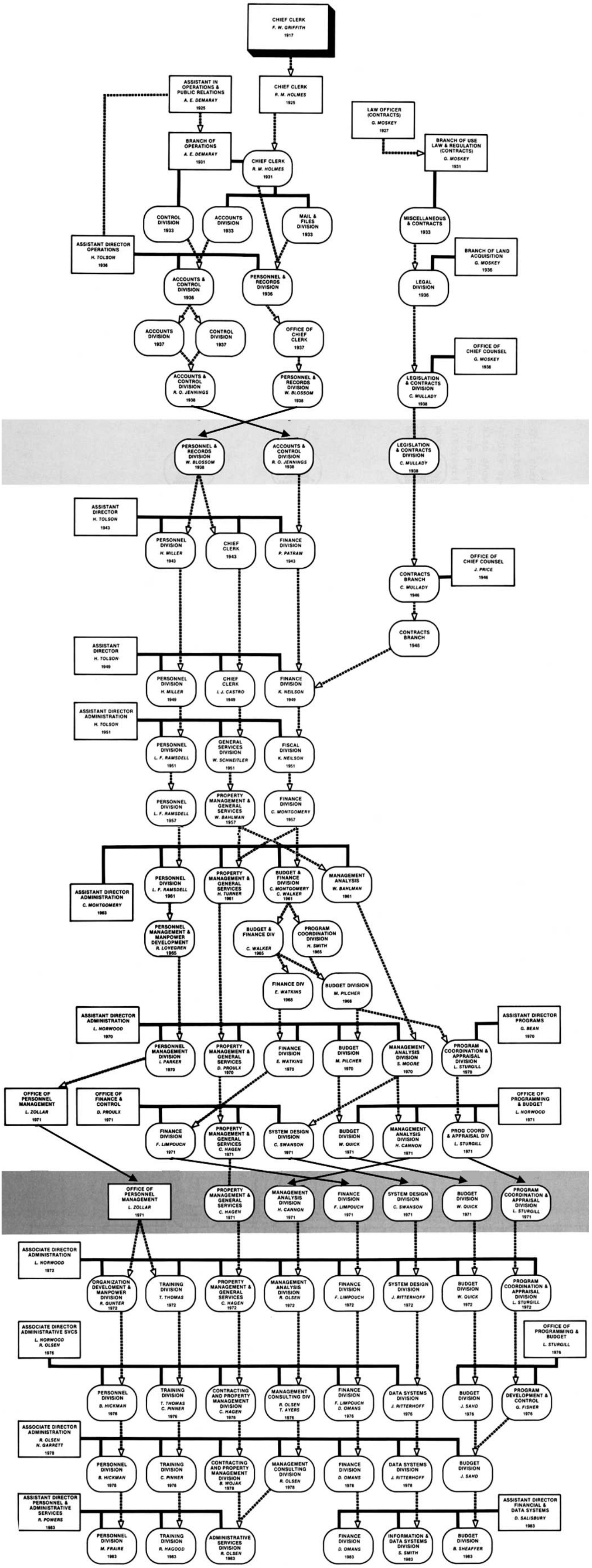


NORWOOD



MONTGOMERY

THE ADMINISTRATIVE LINE



THE ADMINISTRATIVE LINE

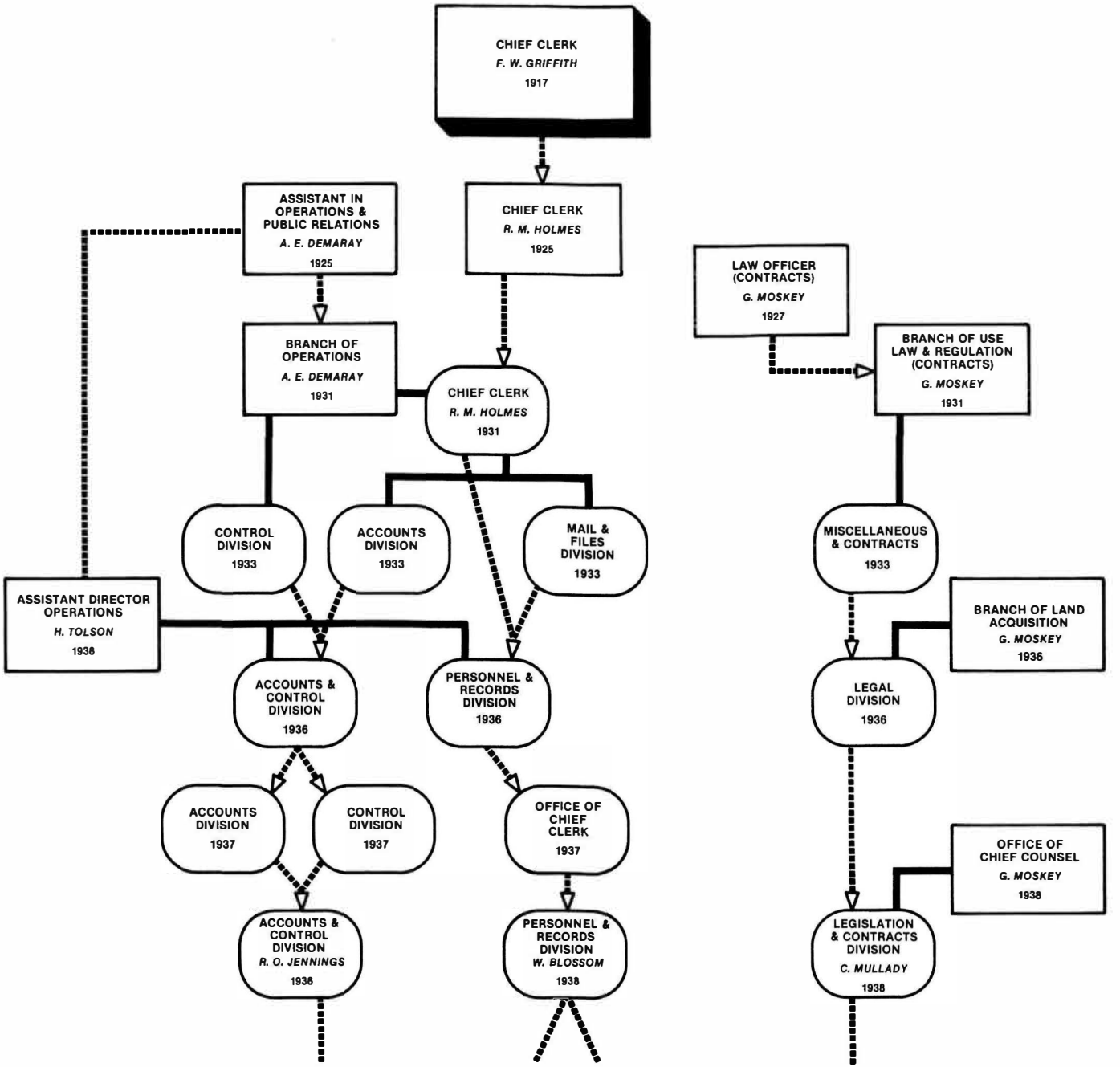
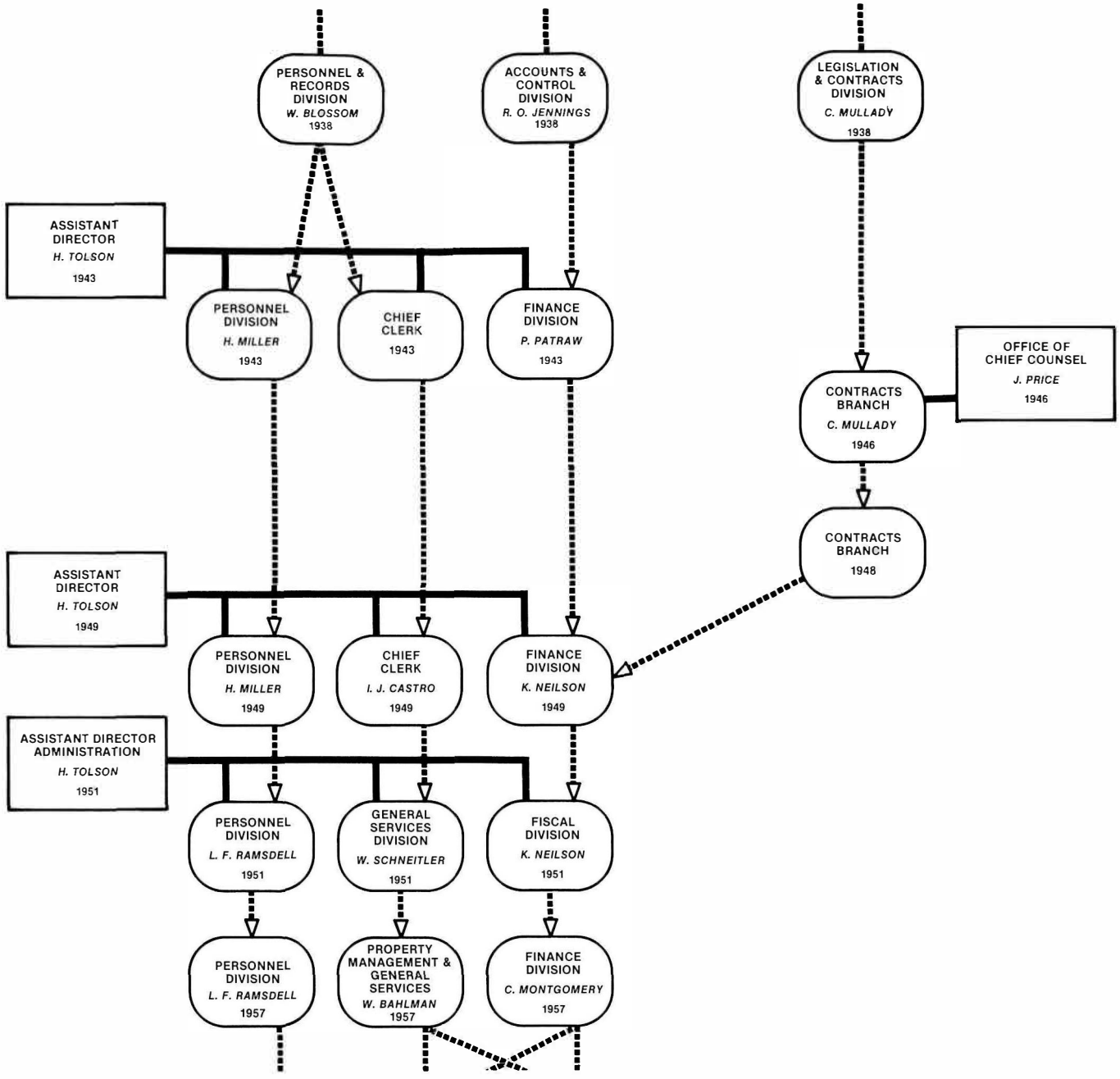
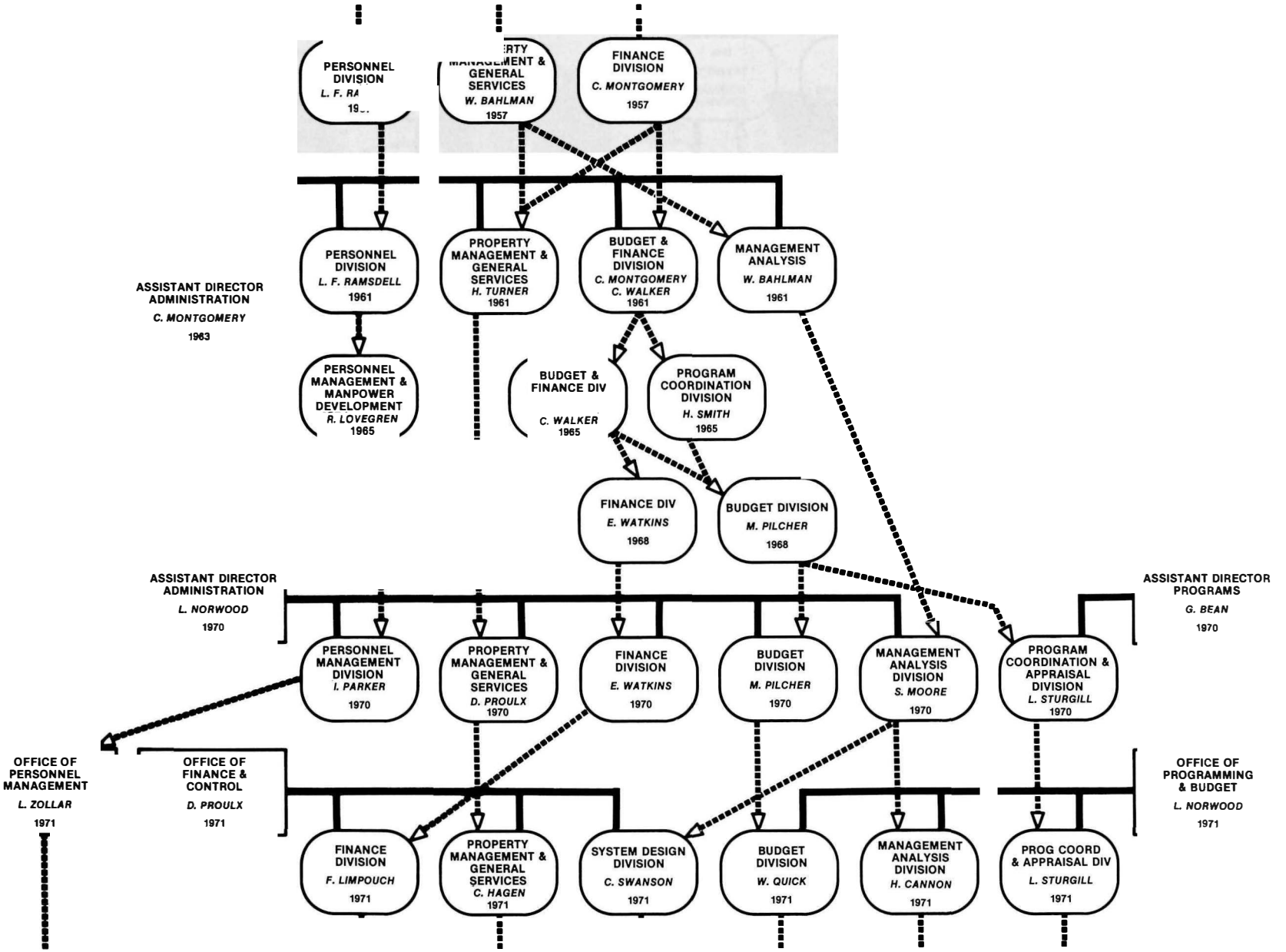


CHART 40

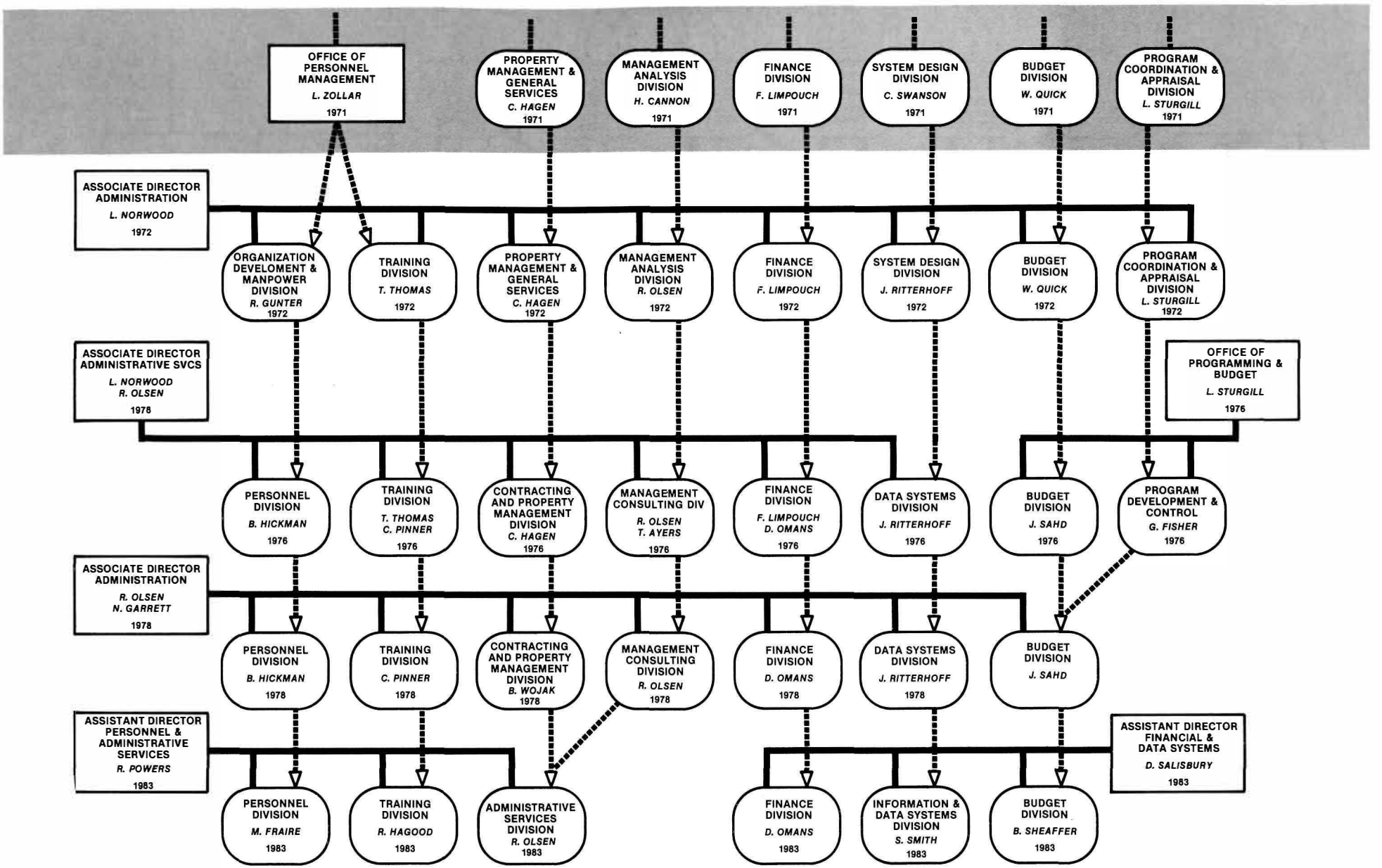
REPEAT AND CONTINUATION FROM PREVIOUS CHART



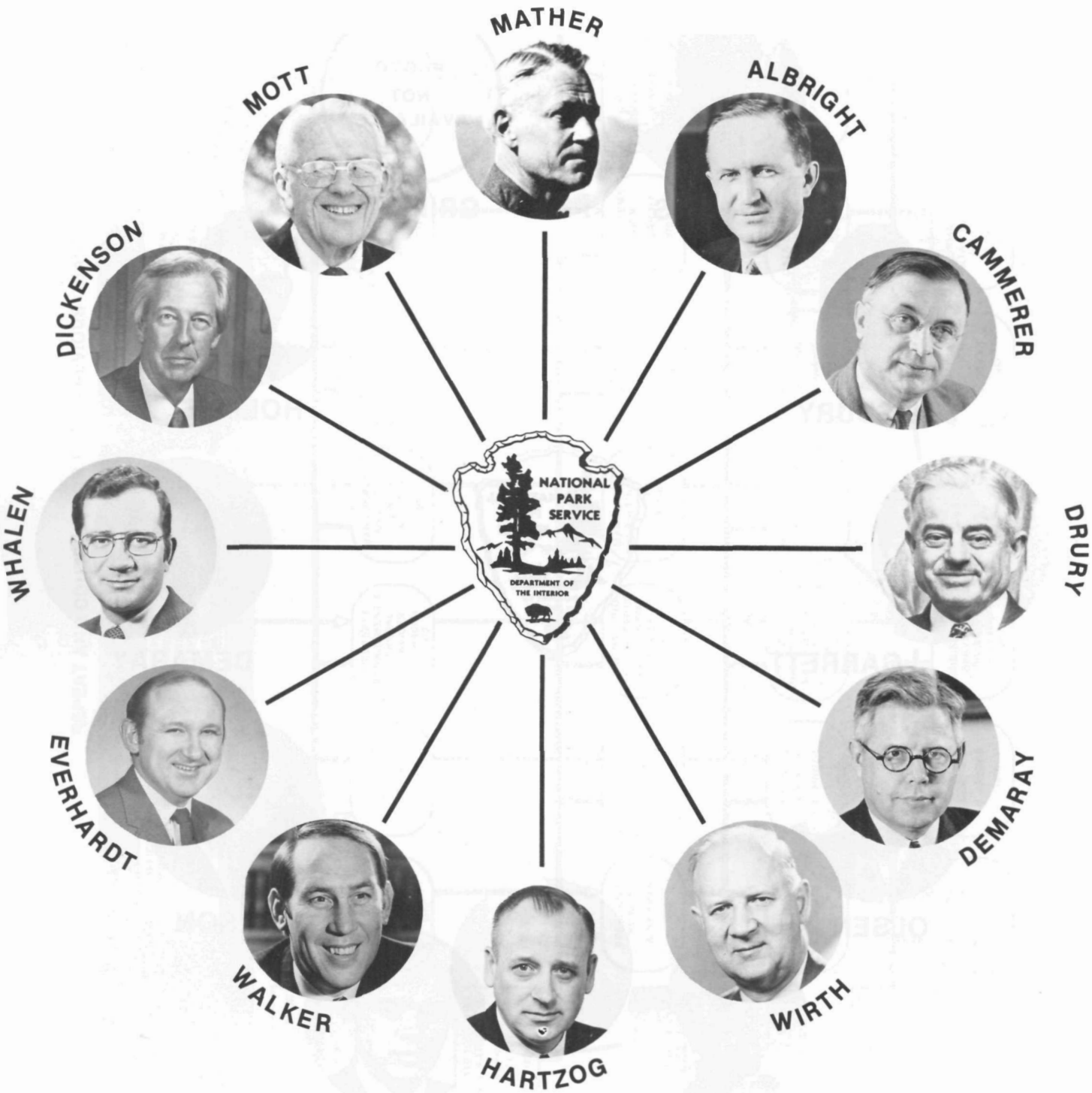
REPEAT AND CONTINUATION FROM PREVIOUS CHART



REPEAT AND CONTINUATION FROM PREVIOUS CHART



DIRECTORS OF THE NATIONAL PARK SERVICE
1917-1985



KEY STAFF OFFICIALS BY DIRECTORS TENURE

DIRECTORS TENURE		NAME	TITLE	FROM	TO
05-16-17	**01-08-29**	**Stephen T. Mather**	**Director**		
		Horace M. Albright	Assistant Director	05-09-17	06-09-19
		Arno B. Cammerer	Assistant/Associate Director	07-03-19	--------
		Arthur E. Demaray	Assistant to Director	12-30-24	--------
		Horace M. Albright	Assistant Director (Field)	08-05-26	01-11-29
		George A. Moskey	Assistant to Director, Use, Law & Regulations	12-01-27	--------
		Washington B. Lewis	Assistant to Director, Land Planning	08-01-28	--------
01-12-29	**08-09-33**	**Horace M. Albright**	**Director**		
		Arno B. Cammerer	Associate Director	---------	08-09-33
		Arthur E. Demaray	Assistant Director, Operations [1/]	---------	08-09-33 [2/]
		George A. Moskey	Assistant Director, Use, Law & Regulations	----------	
		Washington B. Lewis	Assistant Director, Land Planning	---------	08-26-30
		Harold C. Bryant	Assistant Director, Research & Education	07-01-30	---------
		Conrad L. Wirth	Assistant Director, Lands	02-06-31	---------
08-10-33	**08-09-40**	**Arno B. Cammerer**	**Director**		
		Arthur E. Demaray	Associate Director	08-10-33	---------
		George A. Moskey	Assistant Director, Land Acquisition and Regulation	--------	08-01-38 [3/]
		Harold C. Bryant	Assistant Director, Research & Education	--------	08-01-38 [3/]
		Conrad L. Wirth	Assistant Director, Recreational Land Planning	--------	08-01-38 [3/]

[1/] *Until 1951 Operations were those functions known today as Administration, i.e., Finance, Accounts, General Services, etc.*

[2/] *Period 08/10/33 to 02/23/34 National Park Service was known as Office of National Parks, Buildings and Reservations.*

[3/] *In August 1938 all Assistant Director positions were abolished, with the exception of Hillory Tolson in 1943 and Conrad Wirth in 1950 they did not reappear until 1951.*

DIRECTORS TENURE		NAME	TITLE	FROM	TO
		Hillory A. Tolson	Assistant Director, Operations	10-09-33	07-01-38
		Charles A. Peters	Assistant Director, Building Management	10-10-35	08-10-38
		Verne E. Chatelain	Assistant Director, Historic Sites & Buildings (Acting)	10-10-35	09-15-36
		Branch Spalding	Assistant Director, Historic Sites & Buildings (Acting)	09-15-36	05-16-38
		Ronald F. Lee	Assistant Director, Historic Sites	05-16-38	08-01-38
		George A. Moskey	Office of Chief Counsel	08-10-38	--------
08-20-40	**03-31-51**	**Newton B. Drury**	**Director**		
		Arthur E. Demaray	Associate Director	--------	03-31-51
		George A. Moskey	Office of Chief Counsel	--------	06-30-44
		Hillory A. Tolson	Assistant Director	08-02-43	--------
		Jackson E. Price	Office of Chief Counsel	01-01-45	07-01-48
		S. Herbert Evison	Office of Information	12-02-46	06-30-48
		Conrad L. Wirth	Assistant Director	06-25-50	03-31-51
04-01-51	**12-08-51**	**Arthur E. Demaray**	**Director**		
		Conrad L. Wirth	Associate Director	04-01-51	12-08-51
		Hillory A. Tolson	Assistant Director	----------	----------
		Ronald F. Lee	Assistant Director	04-01-51	--------
12-09-51	**01-07-64**	**Conrad L. Wirth**	**Director**		
		Hillory A. Tolson	Assistant Director, Administration	--------	12-28-63
		Ronald F. Lee	Assistant Director, Research & Interpretation	--------	12-02-54
		Jackson E. Price	Office of Chief Counsel	05-23-51	09-10-54 4/
		Thomas J. Allen	Assistant Director, Operations	12-09-51	05-06-56

4/ *In succeeding years all legal work to be done by the Departmental Solicitors Office.*

DIRECTORS TENURE		NAME	TITLE	FROM	TO
		Eivind T. Scoyen	Associate Director	01-17-56	01-07-62
		Jackson E. Price	Assistant Director, Operations	05-07-56	--------
		Thomas C. Vint	Assistant Director, Design & Construction	10-11-61	11-09-61
		Ben H. Thompson	Assistant Director, Resource Planning	10-15-61	--------
		Daniel B. Beard	Assistant Director, Public Affairs	10-15-61	07-06-63
		A. Clark Stratton	Assistant Director, Design & Construction	11-10-61	01-07-64
		George B. Hartzog	Associate Director	02-18-63	01-07-64
		Theodor R. Swem	Assistant Director, Cooperative Activities	01-05-64	--------
01-08-64	**12-03-72**	**George B. Hartzog, Jr.**	**Director**		
		Jackson E. Price	Assistant Director, Specialized Services	--------	11-05-66
		Theodor R. Swem	Assistant Director, Cooperative Activities	--------	03-30-72
		Clarence P. Montgomery	Deputy Assistant Director, Administration	01-05-64	10-11-64
		A. Clark Stratton	Associate Director/Deputy Director	01-08-64	12-04-67
		Johannes E. N. Jensen	Assistant Director, Design & Construction	01-22-64	10-07-64
		Howard W. Baker	Assistant Director, Operations	02-16-64	01-29-67
		Howard R. Stagner	Deputy Assistant Director, Resource Studies	02-16-64	07-04-65
		Clarence P. Montgomery	Assistant Director, Administration	10-11-64	07-31-70
		Howard R. Stagner	Assistant Director, Resource Studies	07-04-65	06-15-68
		Charles E. Kreuger	Deputy Assistant Director, Design & Construction	01-30-66	10-07-67
		Robert R. Lovegren	Deputy Assistant Director, Administration	04-17-66	02-11-67
		Harthon L. (Spud) Bill	Deputy Assistant Director, Operations	04-24-66	12-04-66
		Edward A. Hummel	Assistant Director, Policy & Program Analysis	11-06-66	05-06-67
		Harthon L. (Spud) Bill	Assistant Director, Specialized Services.	12-04-66	12-04-67
		Robert M. Linn	Chief, Office of Natural Science Studies (Acting)	01-10-67	07-24-67

DIRECTORS TENURE	NAME	TITLE	FROM	TO
	Raymond L. Freeman	Deputy Assistant Director, Cooperative Activities	01-15-67	05-05-68
	Leslie P. Arnberger	Deputy Assistant Director, Operations	01-29-67	08-24-68
	Howard W. Baker	Associate Director	01-30-67	05-01-68
	Luis Gastellum	Deputy Assistant Director, Administration	02-12-67	06-14-70
	Edward A. Hummel	Assistant Director, Operations	05-07-67	12-04-67
	Ernest A. Connally	Chief, Office of Archeology and Historic Preservation	06-19-67	03-01-72
	Aldo Starker Leopold	Chief, Office of Natural Science Studies	07-24-67	06-01-68
	Glen T. Bean	Assistant Director, Policy & Program Analysis	07-17-67	10-22-69
	Johannes E. N. Jensen	Deputy Associate Director	10-08-67	05-04-68
	Charles E. Kreuger	Assistant Direactor, Design & Construction	10-08-67	05-03-69
	Edward A. Hummel	Assistant Director, Specialized Services	12-04-67	12-01-68
	Harthon L. (Spud) Bill	Deputy Director	12-05-67	02-27-72
	William C. Everhart	Assistant Director, Interpretation	01-14-68	01-11-70
	William S. Rosenberg	Deputy Assistant Director, Design & Construction	01-14-68	10-22-69
	Douglas H. Hubbard	Deputy Assistant Director, Interpretation	01-28-68	01-11-70
	Roger W. Allin	Deputy Assistant Director, Operations	02-25-68	04-19-69
	Johannes E. N. Jensen	Associate Director, Planning & Development	05-05-68	10-22-69
	Raymond L. Freeman	Deputy Associate Director	05-05-68	11-01-68
	Stanley C. Joseph	Deputy Assistant Director, Cooperative Activities	08-25-68	10-17-70
	Robert M. Linn	Chief, Office of Natural Science	06-01-68	12-01-68
	Robert Moore	Assistant Director, Operations	09-08-68	07-13-69
	Edward A. Hummel	Associate Director, Management & Programming	12-01-68	10-22-69
	Raymond L. Freeman	Deputy Associate Director, Planning and Development	12-01-68	11-01-69
	Benjamin Butterfield	Assistant Director, Travel & Information	01-26-69	07-01-71

DIRECTORS TENURE	NAME	TITLE	FROM	TO
	Charles K. Boatner	Deputy Assistant Director, Travel & Information	02-16-69	11-14-70
	John W. Ritterhoff	Deputy Assistant Director, Policy & Programming	05-18-69	03-01-72
	Robert Moore	Assistant Director, Park Management	07-14-69	12-05-69
	Thomas F. Flynn, Jr.	Deputy Director, Legislation and Cooperative Programs	10-23-69	03-01-72
	Johannes E. N. Jensen	Associate Director, Professional Services	10-23-69	03-01-72
	Edward A. Hummel	Assistant Director, Park Management	10-23-69	05-28-71
	Glen T. Bean	Assistant Director, Programs	10-23-69	01-15-71
	Raymond L. Freeman	Assistant Director, Design & Construction	11-02-69	03-01-71
	J. Leonard Norwood	Deputy Assistant Director, Administration	05-03-70	10-17-70
	Joseph Holt	Assistant Director, Legislation	08-17-70	03-23-71
	Lawrence C. Hadley	Deputy Assistant Director, Park Management	08-23-70	05-28-71
	J. Leonard Norwood	Assistant Director, Administration	10-18-70	03-01-72
	Raymond L. Freeman	Deputy Director, Operations	03-03-71	03-01-72
	Lawrence C. Hadley	Assistant Director, Park Management	05-28-71	--------
	Joseph C. Rumburg, Jr.	Deputy Associate Director, Operations	01-01-72	--------
	Johannes E. N. Jensen	Assistant Director, Service Center Operations	03-01-72	--------
	Raymond L. Freeman	Associate Director, Operations	03-01-72	--------
	Stanley W. Hulett	Associate Director, Legislation	03-01-72	12-31-72
	J. Leonard Norwood	Associate Director, Administration	03-01-72	--------
	Thomas F. Flynn, Jr.	Deputy Director	03-01-72	12-31-72
	Charles L. Mangers	Assistant Director, Management Services	03-30-72	--------
	Donald J. Proulx	Assistant Director, Systems & Control	03-30-72	--------
	Ernest A. Connally	Associate Director, Professional Services	03-30-72	--------

DIRECTORS TENURE		NAME	TITLE	FROM	TO
1-01-73	01-03-75	**Ronald H. Walker**	**Director**		
		Lawrence C. Hadley	Assistant Director, Park Management	--------	01-20-74
		Russell E. Dickenson	Deputy Director	01-14-73	01-01-75
		Raymond L. Freeman	Associate Director, Operations	--------	09-19-73
		J. Leonard Norwood	Associate Director, Administration	----------	
		Ernest A. Connally	Associate Director, Archeology & Historic Preservation	----------	
		Joseph C. Rumburg, Jr.	Deputy Associate Director, Operations	--------	09-19-73
		Johannes E. N. Jensen	Assistant Director, Service Center Operations	---------	12-31-72
		Donald J. Proulx	Assistant Director, Systems & Control	--------	08-30-73
		Charles L. Mangers	Assistant Director, Management Services	--------	09-19-73
		John E. Cook	Associate Director, Park System Management	01-01-73	--------
		Richard C. Curry	Associate Director, Legislation	01-01-73	--------
		Charles L. Mangers	Deputy Associate Director, Administration	09-19-73	01-01-75
		Raymond L. Freeman	Assistant Director, Development	09-19-73	--------
		Joseph Brown	Assistant Director, Resource Management	09-19-73	--------
		Richard W. Marks	Assistant Director, Visitor Services	09-19-73	--------
		William C. Everhart	Assistant Director, Interpretation	09-19-73	--------
		Jon Faust	Assistant Director, Concessions	09-19-73	--------
		Robert Landau	Assistant Director, External Affairs	09-19-73	01-01-75
		A. Russell Mortenson	Assistant Director, Archeology & Historic Preservation	09-19-73	01-01-75
		Robert M. Utley	Assistant Director, Park Historic Preservation	09-19-73	01-01-75
		Charles C. Keely, Jr.	Office of Public Affairs	09-19-73	12-30-75
01-13-75	05-27-77	**Gary Everhardt**	**Director**		
		William J. Briggle	Deputy Director	01-13-75	05-27-77

DIRECTORS TENURE		NAME	TITLE	FROM	TO
		John E. Cook	Associate Director, Management & Operations	--------	01-16-77
		J. Leonard Norwood	Associate Director, Administration	--------	10-31-76
		Ernest A. Connally	Associate Director, Professional Services	----------	
		Richard C. Curry	Associate Director, Legislation	--------	05-14-76
		Raymond L. Freeman	Assistant Director, Development	--------	05-14-76
		Joseph Brown	Assistant Director, Resource Management	--------	--------
		Richard Marks	Assistant Director, Visitor Services	--------	08-31-75
		William C. Everhart	Assistant Director, Interpretation	--------	11-30-75
		Jon Faust	Assistant Director, Concessions	--------	11-30-75
		Ernest A. Connally	Associate Director, Archeology & Historic Preservation	05-14-76	--------
		Richard C. Curry	Chief, Office of Legislation	05-14-76	07-05-77
		Lowell V. Sturgill	Chief, Office of Programs & Budget	05-14-76	--------
		Jean C. Henderer	Chief, Office of Cooperative Activities	05-14-76	--------
		Robert Stanton	Assistant Director, Park Operations	05-14-76	--------
		Phillip O. Stewart	Assistant Director, Special Services	05-14-76	--------
07-05-77	05-13-80	**William J. Whalen**	**Director**		
		Ira J. Hutchison	Deputy Director	07-05-77	--------
		Jean C. Henderer	Chief, Office of Cooperative Activities	----------	
		Ernest A. Connally	Associate Director, Archeology & Historic Preservation	--------	04-03-78 5/
		Lowell V. Sturgill	Chief, Office of Programming & Budget	--------	06-20-78
		Joseph Brown	Assistant Director, Resource Management	--------	10-23-77
		Robert Stanton	Assistant Director, Park Operations	--------	12-31-78

5/ Reflects establishment of HCRS and transfer of function to new bureau.

DIRECTORS TENURE		NAME	TITLE	FROM	TO
		Phillip O. Stewart	Assistant Director, Special Services	--------	01-30-79
		Daniel J. Tobin, Jr.	Associate Director, Management & Operations	09-11-77	--------
		Russell K. Olsen	Associate Director, Administration (Acting)	12-01-77	11-30-78
		Priscilla Baker	Chief, Office of Public Affairs	04-02-78	--------
		David G. Wright	Chief, Office of Planning & Development	07-20-78	--------
		George Gowans	Chief, Office of Management Policy	07-20-78	--------
		Robert M. Linn	Assistant Director, Park Technology	07-20-78	09-30-79
		Albert Green	Assistant Director, Park Science	07-20-78	--------
		F. Ross Holland	Assistant Director, Cultural Resources	07-20-78	--------
		Nancy C. Garret	Associate Director, Administration	11-30-78	--------
		Theodore Sudia	Associate Director, Science & Technology	07-20-78	--------
		Q. Boyd Evison	Assistant Director, Park Operations	02-09-79	--------
		Peter Gove	Assistant Director, Legislation	09-01-79	--------
05-14-80	**03-03-85**	**Russell Dickenson**	**Director**		
		Ira J. Hutchison	Deputy Director	--------	05-15-83
		Daniel J. Tobin	Associate Director, Management & Operations	--------	07-30-80
		Theodore Sudia	Associate Director, Science & Technology	--------	01-20-80
		Nancy C. Garrett	Associate Director, Administration	--------	04-25-82
		Jean C. Henderer	Chief, Office of Cooperative Activities	--------	06-23-81
		David G. Wright	Chief, Office of Planning & Development	--------	02-26-83
		George Gowans	Chief, Office of Management Policy	--------	04-20-80
		Priscilla Baker	Chief, Office of Public Affairs	--------	05-30-81
		F. Ross Holland	Assistant Director, Cultural Resources	--------	01-04-82
		Albert Green	Assistant Director, Park Science	--------	12-12-80

DIRECTORS TENURE	NAME	TITLE	FROM	TO
	F. Ross Holland	Assistant Director, Cultural Resources	--------	--------
	Q. Boyd Evison	Assistant Director, Park Operations	--------	06-30-81
	Peter Gove	Assistant Director, Legislation	--------	06-30-81
	Richard H. Briceland	Associate Director, Science & Technology	01-20-80	02-26-83
	Stanley T. Albright	Associate Director, Management & Operations	08-01-80	02-26-83
	George Berklacy	Chief, Office of Public Affairs	05-31-81	--------
	Robert Ritsch	Associate Director, Recreation Resources	06-01-81	03-20-83 6/
	Jerry Rogers	Associate Director, Archeology & Historic Preservation	06-01-81	01-04-82 6/
	Dwight Rettie	Chief, Office of Management Policy	06-14-81	01-23-85
	Jerry Rogers	Associate Director, National Register Programs	01-04-82	02-26-83
	F. Ross Holland	Associate Director, Cultural Resources Management	01-04-82	02-26-83
	Mary Lou Grier	Deputy Director	01-04-82	--------
	J. Thomas Ritter	Assistant Director, Park Operations	01-23-82	02-26-83
	Daniel Salisbury	Associate Director, Administration (Acting)	04-26-82	02-26-83
	Stanley T. Albright	Associate Director, Park Operations	02-26-83	--------
	Richard H. Briceland	Associate Director, Natural Resources	02-26-83	--------
	Jerry Rogers	Associate Director, Cultural Resources	02-26-83	-------
	David G. Wright	Associate Director, Planning & Development	02-26-83	-------
	Susan Smith	Chief, Office of Information Management	02-26-83	01-23-85
	F. Ross Holland	Assistant Director, Cultural Resources Management	02-26-83	04-29-83
	Daniel Salisbury	Assistant Director, Financial Systems	02-26-83	--------
	Richard E. Powers	Assistant Director, Personnel & Administrative Services	02-26-83	--------

6/ *Reflects disestablishment of HCRS and transfer of function to NPS.*

DIRECTORS TENURE	NAME	TITLE		
	Bennie Keel	Assistant Director, Archeology	02-26-83	--------
	P. Daniel Smith	Assistant Director, Legislation and Congressional Affairs	04-03-83	--------
	Barbara Gilliard-Payne	Assistant Director, Minority Business Enterprise	01-23-85	--------
05/27/85	**William Penn Mott, Jr.**	**Director**		
	Mary Lou Grier	Deputy Director	--------	10-05-85
	Stanley T. Albright	Associate Director, Park Operations	--------	--------
	Richard H. Briceland	Associate Director, Natural Resources	--------	--------
	Jerry Rogers	Associate Director, Cultural Resources	--------	--------
	David G. Wright	Associate Director, Planning & Development	--------	--------
	Daniel Salisbury	Assistant Director, Financial & Data Systems	--------	--------
	Richard E. Powers	Assistant Director, Personnel & Administrative Services	--------	--------
	P. Daniel Smith	Assistant Director, Legislation and Congressional Affairs	--------	08-17-85
	George Berklacy	Chief, Office of Public Affairs	--------	--------
	Barbara Gilliard-Payne	Assistant Director, Minority Business Enterprise	--------	--------
	Bennie Keel	Assistant Director, Archeology	--------	--------
	Denis P. Galvin	Deputy Director	10-06-85	-------

THE NATIONAL PARK SERVICE'S NUMBER "TWO" 1917 TO 1985



GALVIN



ALBRIGHT



GRIER



CAMMERER



HUTCHISON



DEMARAY



BRIGGLE



WIRTH



DICKENSON



SCOYEN



FLYNN



HARTZOG



FREEMAN



STRATTON



BILL

SENIOR OPERATIONS OFFICERS OF THE NATIONAL PARK SERVICE 1951 TO 1985



ALLEN



ALBRIGHT



PRICE

NATIONAL PARK SERVICE
DEPARTMENT OF THE INTERIOR



TOBIN, JR.



BAKER



COOK



FREEMAN



HUMMEL