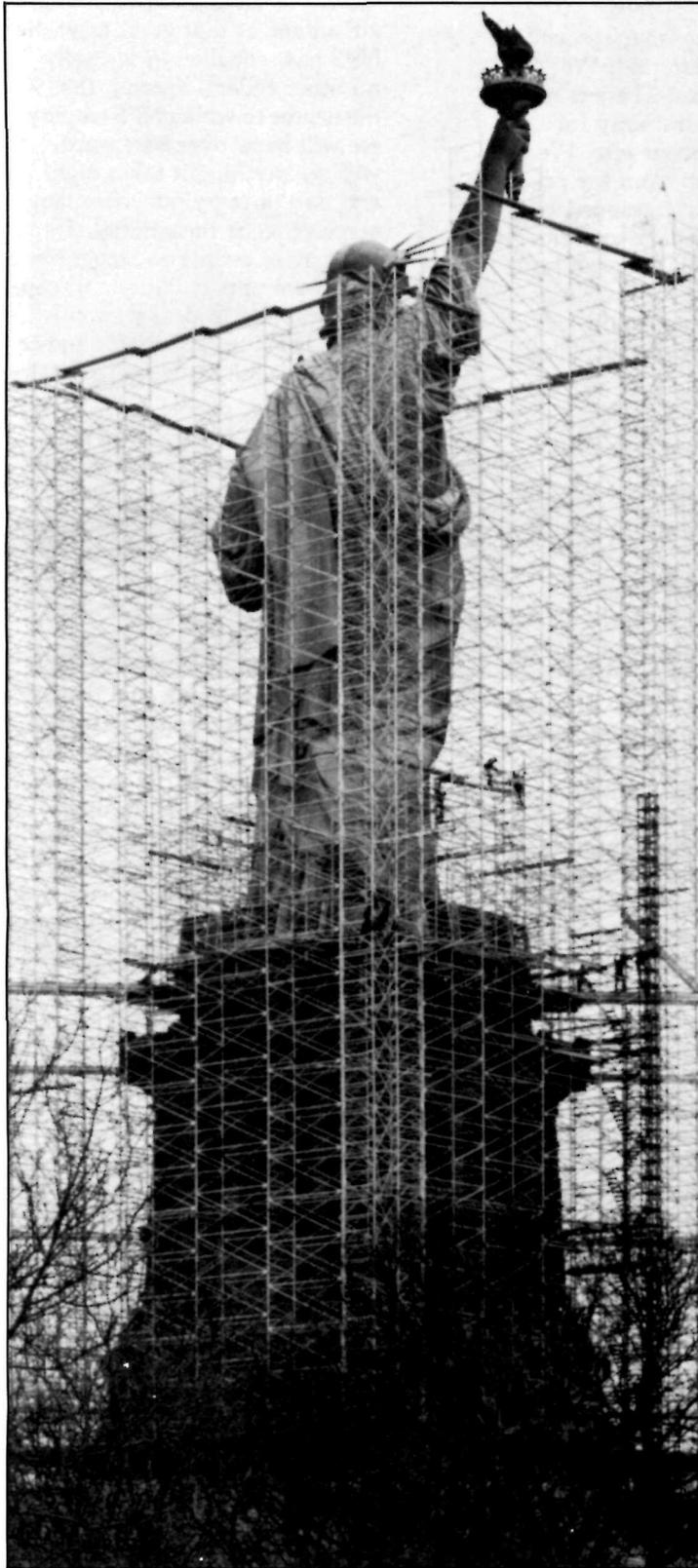


# COURIER

The National Park Service Newsletter

**SPECIAL**  
**EDITION**



## **People, Programs, Policy: Cultural Resources in the 80's and Beyond**

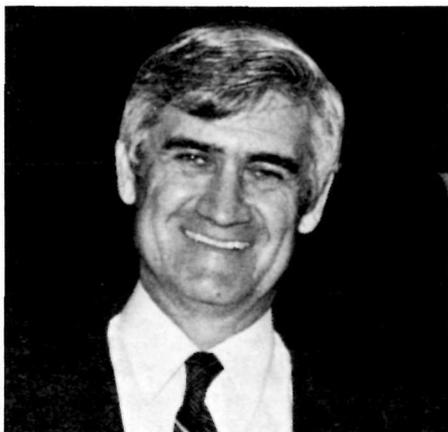
People who think of the Park Service generally think of Yellowstone, Grand Canyon, and the Great Smokies, all sites of great natural wonder. However, the Park Service also serves as a rich cultural repository. Independence National Historical Park, the Statue of Liberty National Monument, Nez Perce National Historical Park—each of these sites safeguards important facets of our national past.

To care for the sometimes complex needs of cultural properties and to provide preservation standards and technical assistance outside the park system, a variety of cultural resource professionals carry out important projects from coast to coast. Between the pages of this special issue of the *COURIER*, you will meet some of the faces and explore the places where cultural resource professionals practice their skills. At the back, a convenient tear-out with names and numbers also has been included. Keep this as a handy reference.

Inspired by an earlier issue of the *COURIER* and an article written by then-editor, Naomi Hunt, on NPS policies in the 80's, this special issue can serve as a useful introduction to the variety of challenges ahead for the cultural resources programs in the Park Service. We hope it is a useful, informative, and entertaining guide to the people, programs, and policies which preserve our cultural heritage.

*Statue of Liberty with restoration scaffolding*

## Interview With Associate Director, Cultural Resources, Jerry L. Rogers



**Q:** As Associate Director for Cultural Resources, you are responsible for a variety of programs and disciplines. How do they interrelate?

**A:** The parks-related cultural resource programs and the National Register programs have begun to complement each other in a highly utilitarian sense. There has been a lot of healthy staff interaction, and a few transfers that have opened new career opportunities for individuals. The two program areas have begun to share the many lessons each has learned during nine years of organizational separation. However, the requirements of each are quite different. Seventeen years ago, the National Register was established to implement the provisions of the National Historic Preservation Act of 1966. It and several related programs set out to institutionalize a habit of preservation, and to develop sound preservation practices in states, local governments, other federal agencies, and even among the general populace. In a very broad sense, that goal has been attained. These programs

are to a large degree able to meet their objectives by encouraging others to do the work of preservation, while the National Park Service provides standards and oversight.

Cultural resources management in the parks is different. We own the resources. There is no way to put responsibility for them off on someone else. We can draw on help from the private sector, but the resources are our permanent and undivided obligation. I think the park programs are at an important junction of opportunity, and I feel lucky to have become affiliated with them at this particular time.

**Q:** Where do you see the programs heading throughout the 1980's?

**A:** I foresee increasing numbers of Park Service people participating in cultural resources management as part of their immediate responsibilities. I foresee cultural resources management becoming as significant to the parks as it is to the handful of highly trained specialists we find in regions and other central locations throughout the Service. I do not mean to diminish the number or quality of our specialists, nor to relocate them in less centralized spots. What I hope to resolve is a growing attitude that responsibility for cultural resources resides basically with people at the centers or even in Washington. In fact, all employees whose jobs bring them into contact with cultural resources need to recognize a certain responsibility for those resources. Employees want to be responsible. We craved responsibility when I was a beginner at Fort Davis NHS in 1964, and I don't think it is any different now.

**Q:** How do you intend to accomplish this?

**A:** I'm not talking about hiring a

greater number of people to do cultural resources work. Perhaps we will be able to do that in the future, and perhaps not. In the meantime, there is work to be done. I'm talking about taking advantage of that great asset the NPS has, equalled in virtually no other Federal agency, that is the degree to which NPS employees will bend over backward, will do anything it takes night and day to carry out what they perceive to be their duties. I want more people to recognize their own opportunities and capabilities, and to deal with cultural resources at an ever-higher level of quality.

Particularly, people in the maintenance field will be playing a larger role than they have in past years. I would expect that people in interpretation and people in other kinds of resource management will also find themselves doing things related to cultural resources management more frequently. I am not foolish enough to think that dedication is a substitute for expertise, however. We must sharpen and we must increase true expertise; but I want people from other areas of the Service to join the cultural resource cause, and I want cultural resource people to lend their strength to the broader NPS mission as well.

**Q:** What are the primary thrusts for the cultural resources programs in 1985?

**A:** My answer applies not only to 1985, but also to the longer term. I have a nine point strategy, developed in consultation with cultural resource management specialists, regional directors, superintendents, interpreters and maintenance people. I believe it's not just my strategy, but theirs.

1. Strengthen the Servicewide consensus on behalf of cultural resources.
2. Upgrade the use of planning in management of cultural re-



resource management planning, site-specific planning (e.g. production of historic structures reports), and active participation in state and local historic preservation planning processes.

3. Expand use of the private economy to preserve cultural resources in the Park Service, by leasing and other means.
4. Clarify and improve guidance to the field in CRM.
5. Document the primary cultural resources of the NPS.
6. Share technical information among ourselves and with others who need it.
7. Build basic expertise in cultural resources management.
8. Build a Cultural Resources Management *system*.
9. Achieve full accountability for our collections, buildings, structures, and sites.

**Q:** What are the major problems and opportunities for the program as a whole?

**A:** Our most urgent problem is incomplete accountability. We do not know the full extent of our cultural resource holdings; therefore, we do not know the full extent of our obligation. Secondly, we need to strengthen consensus. In a legitimate zeal for excellence, perhaps, specialized individuals like me have allowed too many willing helpers to feel cut out of the action. Our opportunity lies now with the extraordinary dedication of the individual employee. A final, very general problem seems to be confusion over what constitutes good cultural resource management. Clarifying that is an enormous opportunity in its own right.

**Q:** Could you give an example?

**A:** Well, when a building is determined to meet National Register criteria, but is not one of the primary historic structures of a park, we often overestimate our

obligation to preserve it. We tend to think we have to not only save, but probably restore it. In doing that we create two problems. Superintendents and managers begin to think that cultural resources are some kind of impossible challenge, that if something is declared historic, then it has to be saved. They also fear that this will cut off their management options—no sewer system, no road, no visitor facility because a cultural resource has been identified. Well, that's dead wrong! The only thing that ought to flow from such a determination is that the resource gets a fair and appropriate hearing in the planning process. This will result in most resources being saved, but we can't afford to have cultural resource specialists demanding that every property of local significance be preserved. Likewise, we cannot allow development-oriented people to pretend that properties aren't historic simply because they lie in the path of someone's development plans. Sensible preservation is the same as sensible development, and sensible development is the same as sensible planning. That's why we have to do a better and better job of planning, to establish that we can cope with the historic preservation requirements of law and policy, and still get the basic job done of managing and developing the national parks.

**Q:** What are some of the other problems which concern you and what is being done to respond to them?

**A:** I worry about a scarcity of well-trained cultural resource specialists. Over the years, we have developed some of the world's finest, but their number is few, and they are not adequately backed up by others

*Continued on page 31.*

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# THE PAST

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Much has changed since the days when photographers threw coats over their tripods to simulate proper photography conditions, or since archeologists troweled into the earth without first calculating site distribution with a computer. Park Service interest in its cultural resources has expanded from a casual recognition of their existence to fully developed programs to answer the needs of these finite treasures. Today, 1,607 National Historic Landmarks have been nominated for preservation. Historic and prehistoric structures, sites, and objects as well as intangible cultural values like the lifeways of Native Americans, now comprise the perimeters of National Park Service awareness of its cultural resources. From the air where remotely sensed data aids in determining cultural sites to the depths of the Pacific Ocean where divers inspect sunken vessels, the National Park Service has a voice in how, when, and whether these resources are cared for.

The programs administering these resources claim a long and varied history. Some of them date from the 1930s. The History Division, for example, traces its origin to the appointment of Dr. Verne Chatelain as park historian in the Branch of Research and Education. HABS emerged from a memorandum proposed by Associate Director Arthur E. Demaray in November 1933. It suggested employing a thousand men for six months to prepare a collective record of measured drawings, documenting America's architectural heritage, augmented by photographs and other data. In these 50 years, the Historic American Buildings Survey—along with its counterpart, the Historic American Engineering Record established in 1969—has documented 17,000 structures and 51,000 pages of written data, augmented by 94,000 photos and 43,000 measured drawings.

Certain programs emerged from specific park concern for their resources and grew into national pro-

grams. In the 1930s and 1940s, the Service needed to know exactly what it protected for preservation and interpretation purposes. The big archeological excavations at Ocmulgee, Jamestown, and Fort Frederica gathered and interpreted information in the painstaking traditional way with trowel and brush. Later, the requirements of the antiquities permits necessitated the creation of the Department Consulting Archeologist position. At that time, the Interagency Archeological Salvage Program (now the Archeological Assistance program) began as a cooperative effort among the NPS, the Smithsonian Institution, the Bureau of Reclamation, and the Corps of Engineers. Both functions combined when the Office of Archeology and Historic Preservation (OAHP) was created. Even the Park Historic Architecture Division grew out of OAHP, which later separated into its component divisions as the various disciplines grew in their cultural resources responsibilities.

Curatorial Services officially opened its doors in 1980 when a Chief Curator was appointed to the Washington Office staff. Until then, no oversight of museum programs existed for the varied and scattered Park Service collections. Nevertheless, the first NPS museum dates back to Fewkes Cabin in 1917, thus establishing NPS museum collections as an old and venerated resource.

The fortunes of the cultural re-





*Dr. Jessie Fewkes standing by door of the first museum, 1918, Mesa Verde National Park*



*CCC enrollees with repaired pottery, 1934, Mesa Verde National Park*

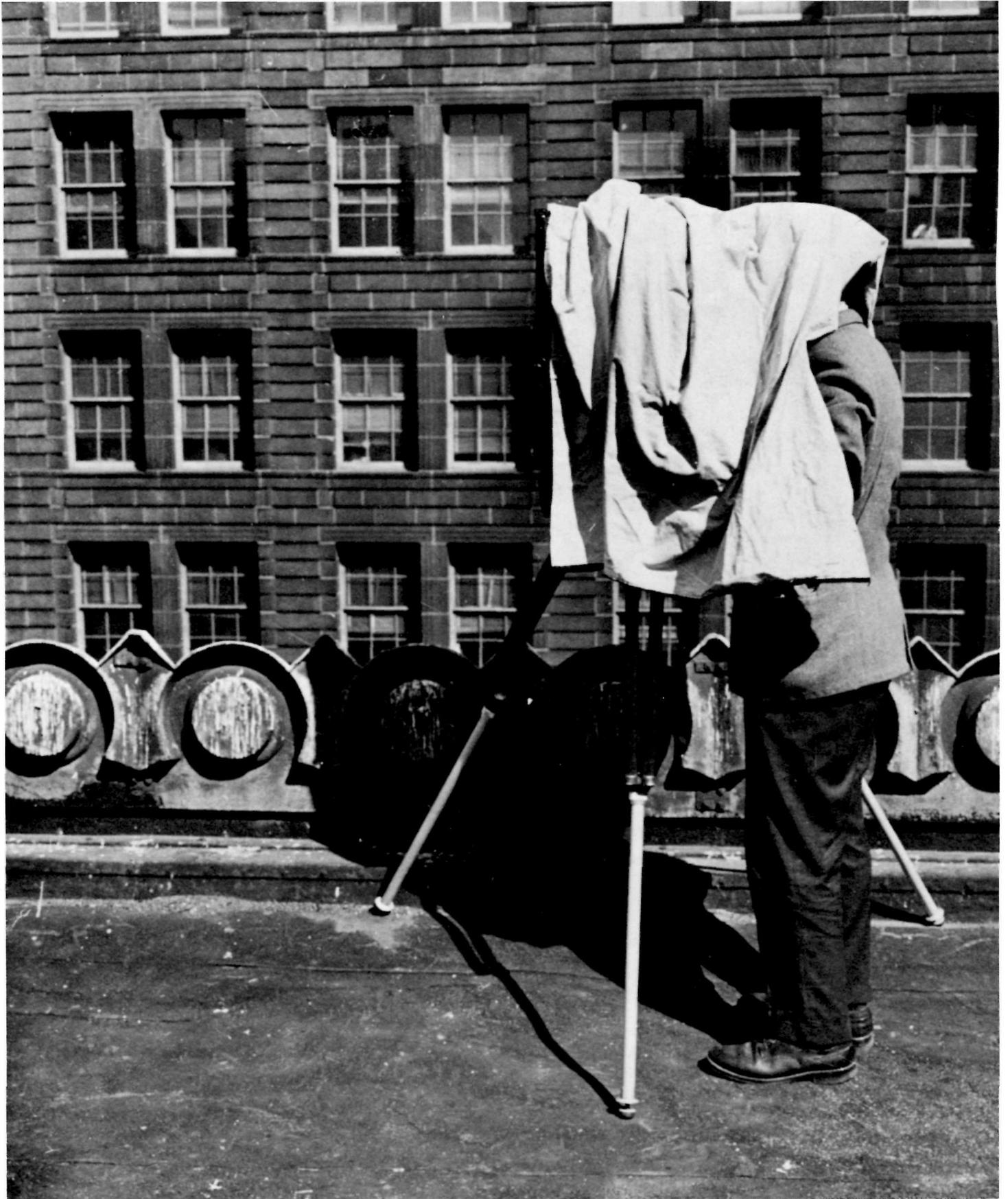


*View of Independence National Historical Park looking west from the U.S. Customs House, 1950*

sources programs have fallen and surged with political tides. In the months between the German invasion of Poland and the weeks after the Pearl Harbor attack, for example, the functions of the Chief Historian's Office were slashed. The National Historic Landmarks and research programs were phased out, though the

monitoring functions remained. Nevertheless, Federal concern for cultural resources has endured, if not triumphed. The Tax Incentives Program, begun in 1976, certified 512 rehabilitation projects totalling \$140 million of private investment during FY77. The first half of FY84 saw 9,122 projects underway at \$5.69 bil-

lion. National Register properties also have increased from 6 in 1968, to 31,486 in March, 1983. Because of the interest in preservation and commitment registered throughout the Park Service, we have saved more of the past for future generations than our ancestors may have thought possible.



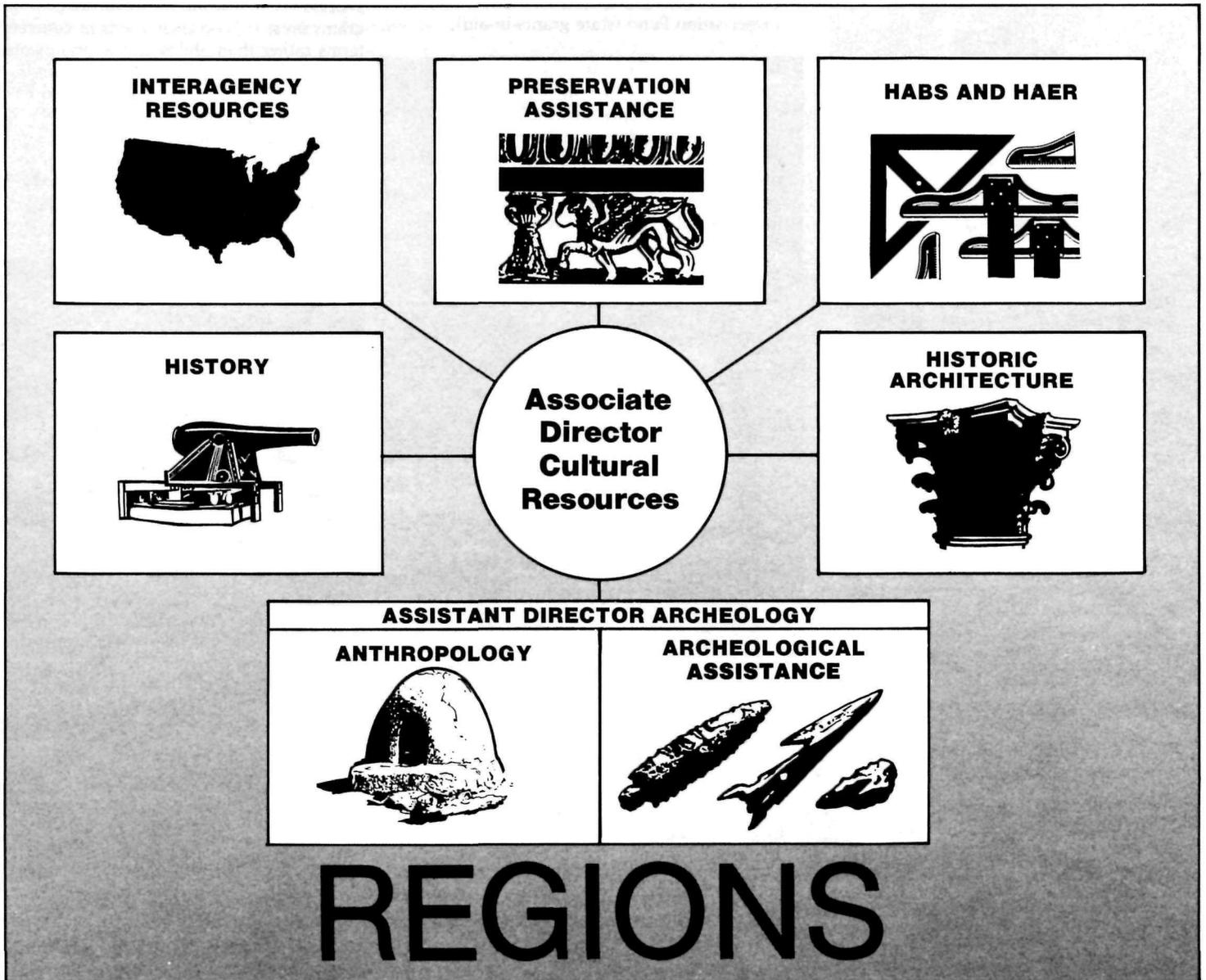
*Photographer at work*

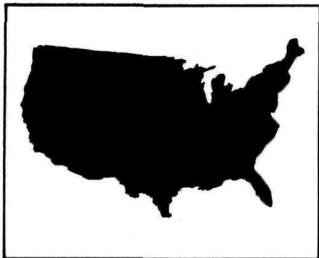
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# THE PRESENT

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From different beginnings and with separate interests, the program leaders share a common involvement in cultural resources preservation. The following pages cover some of the personalities in the Washington Office, their thoughts on the programs they administer, and, in most cases, observations on their backgrounds and philosophical involvement with cultural resources preservation. Projections for the future of cultural resources appear at the back.





# Interagency Resources Division



**Chief:**  
Lawrence Aten

**Primary Program Functions:**

Planning, identification, and registration, for both natural and cultural resources. Programs include the National Register of Historic Places, the National Natural Landmarks Program, and the Historic Preservation Fund (state grants-in-aid).

**Major Accomplishments:**

The division has systematized the procedures, performance standards, mechanics, and methodology for the state-of-the-art practice of historic preservation. "Due processes" have been established for all aspects of the program involving entitlements and the exercise of regulatory

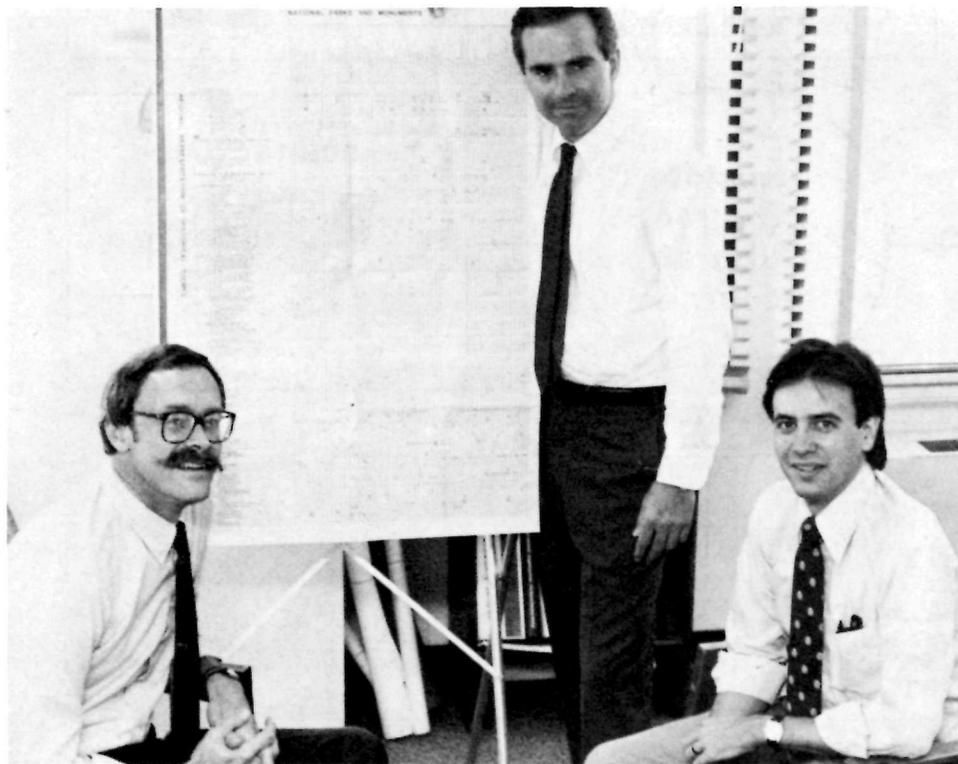
powers—there are processes for everything determining the administration of the program. A major accomplishment culminating in the past 3 years is completion of the first-generation agenda for historic preservation. That agenda called for establishing historic preservation as an important element of public administration at the federal, state, and local government level. Most levels of government now recognize that historic preservation needs to be dealt with in public administration, goals need to be set, and there needs to be public policy for historic preservation.

**Key Program Issues:**

*Planning*—Field managers with a hands-on relationship to the resources need to better understand the nature of the planning process.

*Meaningful involvement in the budget process*—The historic preservation programs must express their needs in concrete terms rather than philosophical arguments in order to compete effectively for funds.

*Data base information*—This needs to be developed from such sources as the National Register to enable the division to assess problems in specific terms, i.e., to determine kinds of regional biases in the registration of properties as well as the kinds of preservation problems likely to



Hardy L. Pearce, Chief, Planning and Survey Branch; Theodore Pochter, Planner; and Patrick W. Andrus, Historian, discuss resource protection planning



Counterclockwise, Norma H. Rowland, Jeanette D. Blake, Delores J. Byers, and Joyce M. Sammons, Nominations Control staff

emerge in the foreseeable future; to structure its agenda for correcting the biases, providing technical material, and dealing

with what would then be identified in more quantitative terms as preservation problems; and to define its identification,

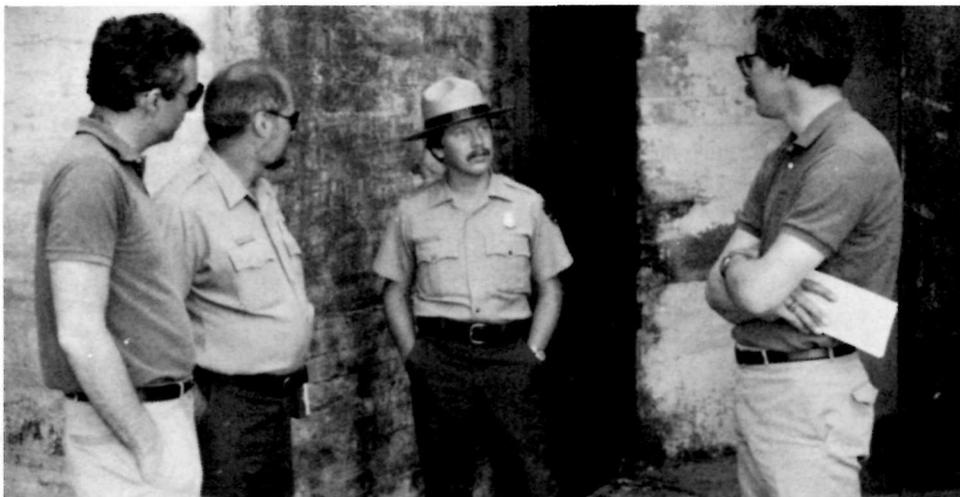
evaluation, registration, and treatment objectives in quantitative terms.



*Left to right, James L. Collins, Technician; Beth M. Grosvenor, Historian; Bruce MacDougal, Architectural Historian; and William B. Bushong, Historian, review National Register nominations*



*Arthur L. Stewart, Deputy Division Chief*



*Planners on location at Fort Pickens, Florida*



*Lottie P. Wiggins, Division Secretary*



*National Register Computerization*



*Stephen M. Sheffield, Planner*



# Preservation Assistance Division

vices program within the parks; coordination of National Park Service efforts to identify and provide technical assistance to National Historic Landmarks that are threatened or endangered; administration of the National Park Service responsibilities, under the National Acid Precipitation Assessment Program, to evaluate the effects of "acid rain" on cultural resources.

## Major Accomplishments:

Revision and publication of the Secretary of the Interior's Guidelines for Rehabilitating Historic Buildings; six technical workshops on rehabilitating historic buildings, entitled "Successful Rehabilitation," reaching over 400 architects and developers nationwide in 1983 and 1984; revision of key administrative documents such as the Grants Management Manual, the Museum Handbook, and procedures for obtaining historic preservation certifications; administration of the historic preservation tax incentives program which has resulted in over 9000 rehabilitation projects representing \$5.69 billion in private investment since 1977; publication and dissemination of over 35 technical reports, Preservation Briefs, and case studies to assist owners in maintaining and preserving their historic buildings.



*Lee Nelson (r.) with Ward Jandl, Chief of Technical Preservation Services*

## Chief:

Lee Nelson

## Primary Program Functions:

Development and implementation of professional standards, guidelines, and technical preservation policies for projects undertaken on historic buildings; development and dissemination of information on technical preservation problems and rehabilitation techniques for historic buildings; administration of the historic preservation tax incentives program which provides tax credits for the rehabilitation of income-producing historic properties; fiscal management of Historic Preservation Fund grants to the States, territories, and the National Trust for Historic Preservation; administration of the Curatorial Ser-



*Carol A. Minick, Grants Operations Specialist*



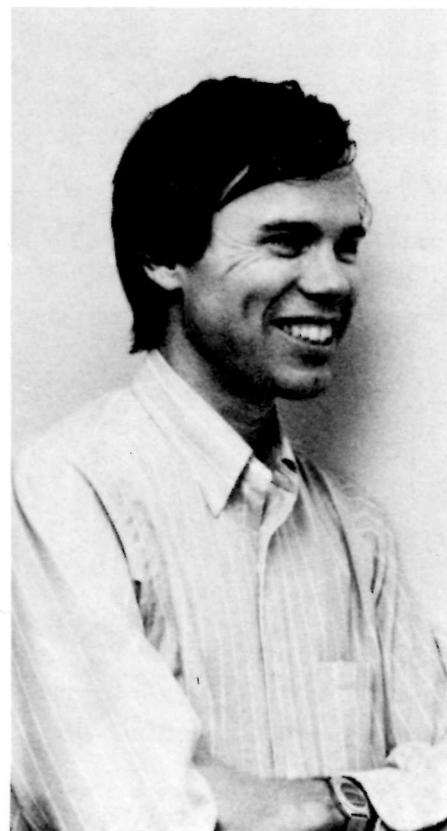
*Kay D. Weeks, Technical Publications Writer/Editor*



*Anthony (Tony) M. Knapp, Staff Curator*



*Susan I. Dynes, Architect*



*Charles E. Fisher, Architectural Historian*

## Ann Hitchcock, Branch of Curatorial Services



### Chief:

Ann Hitchcock

### Background:

M.A. in Anthropology, Museum Studies  
University of Arizona

### Why Historic Preservation?

While an undergraduate at Stanford University, I volunteered in the Stanford Museum and I have been working in museums ever since. The documentation, preservation, and interpretation of objects and specimens is an important part of preserving the tangible evidence of the natural and cultural history of the world. Preservation is critical to our understanding of the present and our survival in the future.

### Preservation Hero:

Preservation always seems to be a joint effort. It may involve the public, curators, park superintendents, Congress, professional organizations, etc. Each person involved in the preservation process is a preservation hero.

### Preservation Motto:

One of the most important matters to receive earnest consideration is the early establishment of adequate museums in every one of our parks.

Stephen Mather 1920

### Primary Program Functions:

*Develop* policy and procedures for managing museum objects.

*Oversee*, with regional curators, implementation of Servicewide policy and procedures.

*Provide* technical information and assistance on museum management to parks.  
*Provide* training in museum management.

### Major Accomplishments:

*Improved* and streamlined accessioning and cataloging procedures.

*Increased* availability of funding for collections management at park and regional levels.

*Increased* attention given to museum objects in Resource Management Plans.

*Proposed* revisions to Museum Act of 1955 to extend authority of the Secretary of the Interior to acquire and dispose of museum property, and developed deaccessioning procedures.

*Expanded* curatorial training program.  
*Established* annual Collections Management Report.

*Improved* procurement procedures for museum storage equipment.

*Increased* use of field curators in preparing storage plans and Collection Management Plans.

### Key Program Issues:

*Diminish* backlog of over 9 million uncataloged objects.

*Develop* computerized system for the National Catalog.

*Complete* Collection Management Plans for all parks that need them.

*Identify* and program adequate storage for objects through Resource Management Plans.

*Identify* Condition Surveys for objects as official planning documents and make provision for their implementation.

*Increase* training of field personnel to accomplish curatorial tasks at park and regional levels.



Joan S. Bacharach, Museum Registrar

## Acid Rain Program

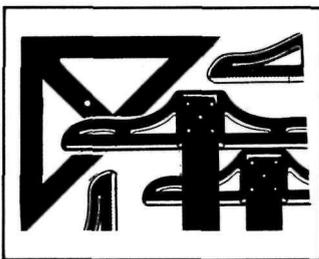


Susan I. Sherwood (standing beside statue) and staff

*Significant issues:* As part of the National Acid Precipitation Assessment Program, the Preservation Assistance Division assesses the effects of acid precipitation on cultural resources. We need to determine the scientific cause-and-effect link between air pollution and increased deterioration of certain historic buildings and monuments, and to determine effective methods to protect resources from the effects of air pollution. In cooperation with the National Register and HABS/HAER, we are studying the distribution of historic structures nationwide to extract data on historic resources "at risk."

*Major accomplishments:* A bibliography available through NTIS lists the known literature on the interaction between air pollution and cultural materials. A study comparing deterioration rates of standard issue marble tombstones in various parts of the country will be completed soon. In addition, four stone field exposure sites have been established in the northeastern United States.

*Future trends:* The initial acid rain legislation authorizes a ten-year research program. We plan to set up additional monitoring stations in parks with cultural resources to study air pollution and the deterioration of resources to determine linkages between the environment and the useful life of the resources.



# HABS/HAER Division

Historic American Buildings Survey/  
Historic American Engineering Record



**Chief:**  
Robert J. Kapsch

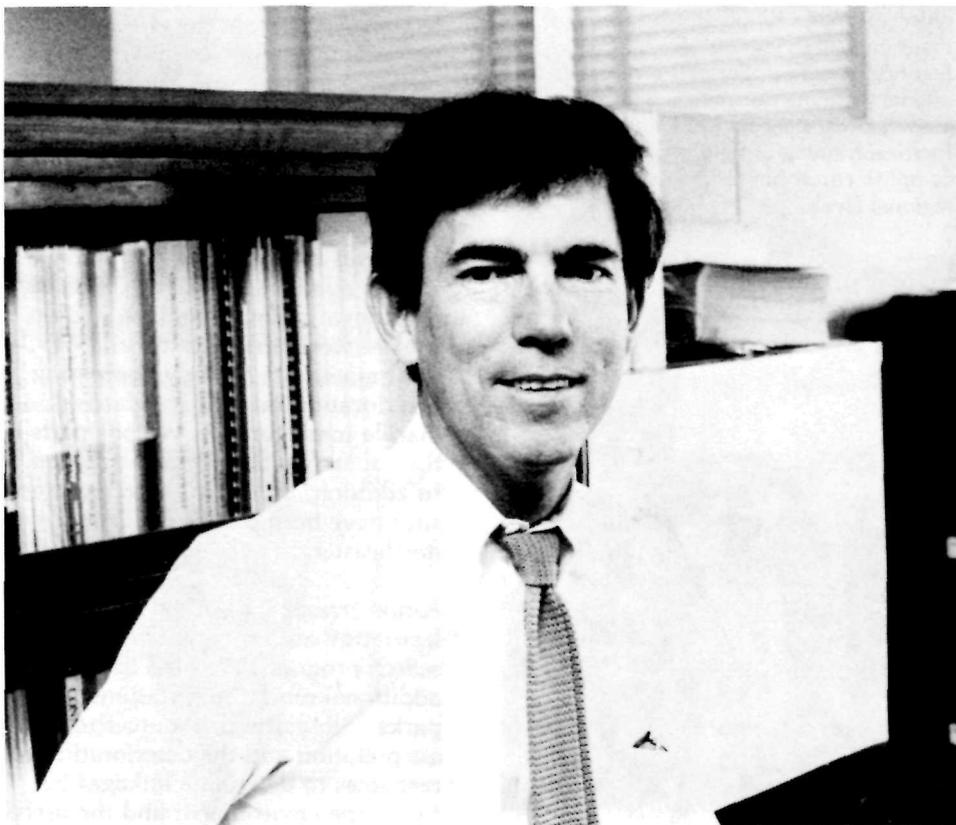
**Background:**  
Ph.D. in Architecture and Engineering,  
Catholic University

**Why Historic Preservation?**  
Long-term interest in the history of U.S.  
architecture and technology.

**Preservation Hero:**  
Charles E. Peterson, former NPS architect  
and founder of HABS.

I admire his contributions to the historic  
preservation movement.

**Preservation Motto:**  
"Preservation through documentation."



*Kenneth L. Anderson, Architect*

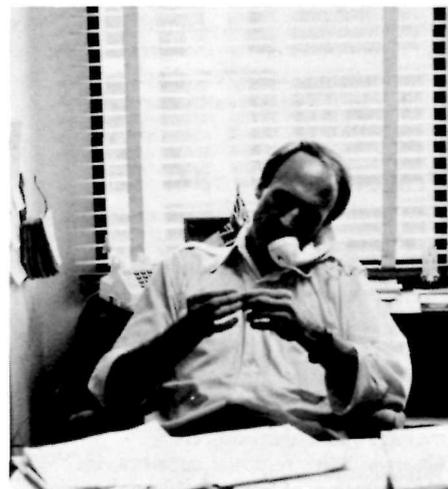
**Primary Program Functions:**  
To record America's historic sites, struc-  
tures, and objects of architectural,  
engineering, and industrial significance, by  
means of measured drawings, archival  
photographs, and written histories.

**Major Accomplishments:**  
*Publication* on "Historic America," a  
checklist of structures and sites  
documented by HABS/HAER, first national  
catalog of collections in 40 years.  
*Transmittal* of documentation on over  
3,000 structures to the Library of Con-  
gress.  
*Over 17,000* structures documented nation-  
wide.  
*Over 300* readers per month consult the  
HABS/HAER collection at Library of  
Congress and state libraries.

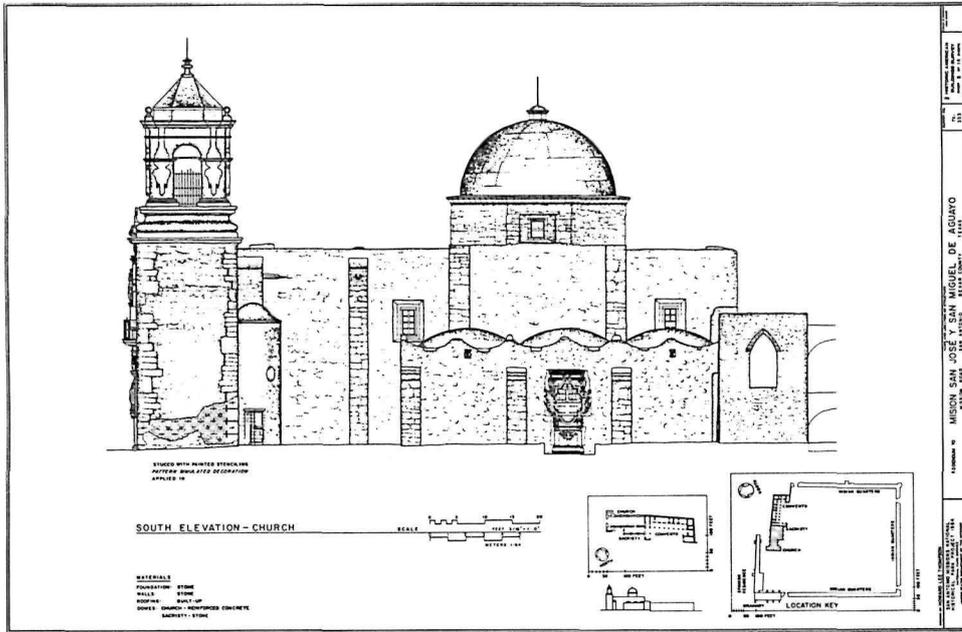
**Key Program Issues:**  
*Document* National Park Service-owned  
historic structures.  
*Document* National Historic Landmarks.



*Donald C. Jackson, Engineer*



*Eric M. DeLony, Architect*



Drawing by Howard Lee Thompson



Christopher Stroik, Architectural Technician



Steven A. Erickson, Architectural Technician



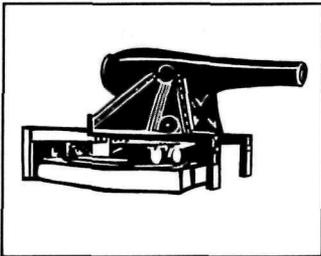
Students measuring a historic structure



Douglas K. Blye, Architectural Technician



Julie D. Perkins, Architectural Technician



# History Division



**Chief:**  
Edwin C. Bearss

**Background:**  
M.A. in History,  
Indiana University

**Preservation Heroes:**  
Roy E. Appleman, a man of great integrity and inquiring mind, who insisted on knowing the history, as well as the terrain of an historic site, no matter how remote or forbidding.

Robert M. Utley, who combines the talents of a scholar, writer, and bureaucrat.

Ernest A. Connally, an urbane, witty scholar; one of the fathers of CRM.

**Preservation Motto:**  
"To appreciate an area one must know its history before trodding its hills and hollows."

**Why Historic Preservation?**  
I became interested in the Civil War and military history in the seventh and eighth grades. My first serious site visits were in the 1940s. In the mid-1950s, I became actively engaged in the interpretation of battlefield sites in Mississippi and Arkansas.

**Primary Program Functions:**  
*Study*, dedesignation, and designation of National Historic Landmarks (NHL).  
*Preparation* of park and programmatic administrative histories.  
*Leadership* and oversight of the park administrative history program.  
*Preparation* and revision of NPS-28.  
*Monitoring* the Section 106 program for legislative compliance.  
*Review* of park planning documents.  
*Review* of history studies.

**Major Accomplishments:**  
*Revived* and invigorated the NHL program, with 39 designations.  
*Revived* and invigorated the administrative history program.  
*Prepared*, reviewed, approved, and distributed NPS-28.



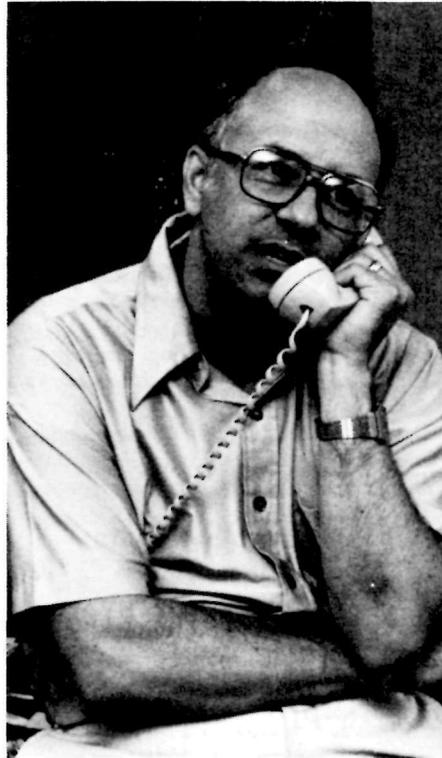
Historians on location at Fort Foote, Maryland

*Standardized* the review process of all NPS planning documents and cultural resource studies transmitted to the Division.



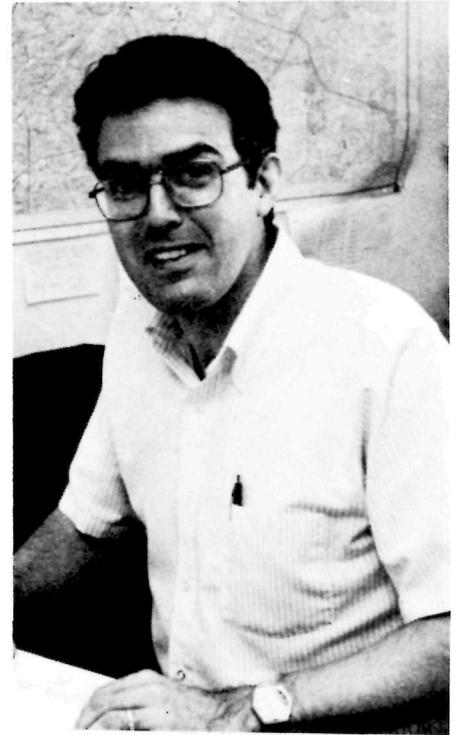
*Carolyn Pitts, Historian*

**Key Program Issues:**  
*Expand* and enhance the NHL program.  
*Complete* War in the Pacific, Man-in-Space, American Architecture, and Recreation in America theme studies.



*Benjamin Levy, Historian*

*Expand* the park administrative history program.  
*Assure* a satisfactory history data base for all NPS units.



*Barry Mackintosh, Historian*



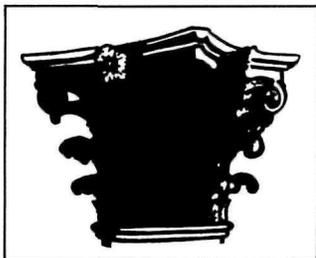
*Harry A. Butowsky, Historian*



*James H. Charleton, Historian*



*Mercury 7 Monument at Cape Canaveral*



# Historic Architecture Division



## Chief:

Hugh C. Miller, AIA

## Background:

Degree in Architecture  
Graduate School in Fine Arts  
University of Pennsylvania

## Why Historic Preservation?

In 1953 when I began work in architectural offices, there were three types of work—designing new hospitals, new schools, and alterations and additions to existing structures. Today, we call this last adaptive use or rehabilitation and restoration. When I moved to Washington after the Jordan/Turkey park planning project, I became aware that what I had been doing was historic preservation, which since 1953 had developed into a discipline applicable to parks servicewide.

## Preservation Hero:

Lewis Mumford, the urbanist and architectural critic.

A professor of mine, he opened my eyes to the value of the urban fabric as material culture and history to be preserved and used.

## Preservation Motto:

"Take proper care of your monuments (historic structures) and you will not need to restore them." John Ruskin

## Primary Program Functions:

*Develop* and monitor policy, standards, and guidelines for identification, evaluation and management of prehistoric and historic structures, sites, districts, and landscapes.

*Develop* programs, funding, strategies, implementation techniques for preservation projects.

*Develop* methodologies and techniques, and conduct training for preservation planning, treatments, and maintenance.

## Major Accomplishments:

*Led* the federal investigation of the effects of acid rain on cultural property.

*Developed* methodology for evaluating cultural landscapes and determining rural historic districts in the NPS.

*Initiated* training courses for historical architects and developed a system to train managers, technicians, and craftsman in preservation maintenance.

*Conceived* and implemented the program for leasing historic properties.

## Key Program Issues:

*Staffing*

*Comprehensive* funding to cover the treatment needs of historic structures, and monitor existing conditions and treatment effectiveness.

## Leasing Program

The historic property leasing program is now two years old. Its impact stretches from coast to coast where it offers a new way to handle properties not directly related to the park story. The Director has established the implementation and management of the leasing program as a new Management by Objective (MBO). As a major goal of this effort, the leasing program has been working toward leasing 100 historic properties by September 30, 1985. Already, interesting and varied uses for target properties are under way. Opportunities like bed-and-breakfasts, law offices, and small businesses offer profitable

ways to use and preserve our architectural heritage. Those interested in finding out more about the program should contact the historic property leasing coordinator in their region.



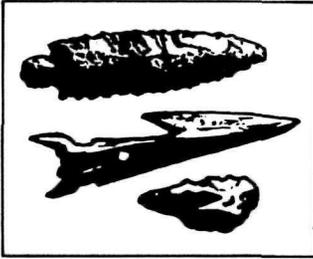
Randall J. Biallas, Assistant Chief Historical Architect



Alicia D. Stamm, Historian



Susan H. Harrison, Leasing Coordinator



# Archeological Assistance Division



**Chief:**  
Victor A. Carbone

**Background:**  
Ph.D. in Anthropology,  
Catholic University

## Why Historic Preservation?

After my course work, I applied as a staff archeologist with the National Register of Historic Places, Registration Branch. After a one-year temporary appointment, I received a permanent appointment on the staff of the newly created Interagency Archeological Services Field Office in Atlanta.

## Preservation Hero:

Dr. Ricardo Alegria, director, Center for Advanced Studies in Puerto Rico and the Caribbean, the leading figure in Puerto Rican archeology, responsible for the tremendous advances made in Puerto Rican historic preservation.

## Primary Program Functions:

*Develop* policy and guidelines for the management of archeological resources.  
*Coordinate* collection of information from other bureaus and agencies for the annual report to Congress on the national archeological programs.

*Issue* permits for archeological investigations on public and Indian lands.

## Major Accomplishments:

*Publication* of Uniform Regulations for the Archeological Resources Protection Act of 1979.

*Development* of Department of the Interior Policy on the Disposition of Human Remains.

*Publications* on topics of special interest to the archeological community.

*Streamlining* the Antiquities permits process.

## Key Program Issues:

*Provide* oversight and coordination of national archeological efforts through: coordinated guidance and direction to the regional offices, completion of regulations and development of technical briefs for the professional community and federal agencies, and development of a nationwide computerized cultural resource data base as required by Congress.



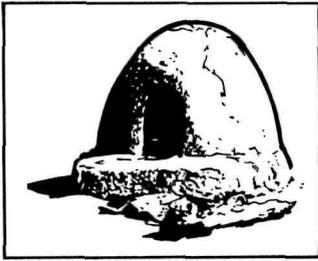
*Bennie C. Keel, Assistant Director, Archeology; and Michele C. Aubry, Archeologist*



*Marilou E. Reilly, Archeological Program Assistant*



*Murlene F. Lash, Secretary to the Assistant Director*



# Anthropology Division



## Chief:

Douglas H. Scovill

## Background:

Business Administration/Economics  
California State University, Sacramento  
Anthropology, University of California,  
Berkeley

## Why Historic Preservation:

I am committed to the National Park idea and to the institution, the National Park Service. I began as a park ranger, and graduated from "Kowski College," Grand Canyon National Park. Throughout my career, I have been associated with national parks, and that is where my interests and career goals remain.

## Preservation Hero:

Stephen Mather and Horace Albright, for their leadership during the early growth of the National Park System. They established the basic policies balancing visitor enjoyment with conservation of park resources. They laid the foundation for a truly great institution that has led both natural and cultural resources conservation for almost seventy years.

## Primary Program Functions:

*Development* of policies, guidelines, and standards concerning park archeological and ethnographic resources, and Service relationships with Native American groups and ethnic communities whose culture is associated with parks;

*Evaluation* of regional and park budget proposals, and recommendations of Servicewide priorities; review of park plans, task directives, and research reports; evaluation of proposed regulations and legislation;

*Professional* and policy advice to WASO park operations, planning, and training; to the Denver and Harpers Ferry Centers; and to the regional offices on park archeological and anthropological issues;

*Professional* assistance in the archeological and anthropological aspects of operations evaluations.

## Accomplishments:

Because new or improved ways of doing work emerge from field operations, we have a partnership philosophy shared among park, regional office, and WASO archeologists and anthropologists, resulting in:

- development of basic program guidelines and standards for ethnographic resources;
- development of a strong conservation ethic in the management of archeological and ethnographic resources;
- pilot projects in the uses of cultural anthropology in park planning, operations, and resources management;
- commitment to the conservation of sub-merged cultural resources;
- development of new, innovative uses of remote sensing to resources conservation;
- application of sampling and predictive modeling strategies to archeological resources inventory;
- computer graphics program for cultural resources management;
- commitment to and support of the Chief Curator's role and responsibilities

toward conservation and management of archeological collections;

—a training seminar in applying new archeological research methods to cultural resources management;

—completion of the joint NPS/National Geographic Early Man Research Project, North Alaska Range;

—Publication of the CRM BULLETIN.

## Key Program Issues:

Revise the anthropology and archeology portions of NPS-28 and develop the technical manuals. Review and evaluate the FY 86 budget submissions. Develop a program for rotating field archeologists and anthropologists through WASO to give them a Servicewide perspective.

Develop policy and program standards for the inventory, recordation, and protection of rock art.

Develop a program to assist park managers, key park staff and park planners in effective Native American and ethnic community relationships. Complete the Native American Relations policy. Develop a program to conserve ethnographic resources and to promote the conservation of intangible cultural resources.



Miki Crespi, Anthropologist

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# IN THE REGIONS

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## Regional Responses

The Washington Office has oversight of cultural resources programs nationwide, but the people who make the programs work and deal directly with the problems are the regional program directors and their staffs. These people have special insight into what does and doesn't make their programs work. We asked them to provide their thoughts on the following questions:

1. What are the most significant issues confronting your division/program area today, and how are you approaching these issues?
2. Outline future trends, predictions, or projections for your program over the next decade.

*Leslie Starr Hart—Chief, Cultural Resources/Alaska Regional Office:*

Three factors shape and shake my division's program in Alaska: (a) the instant creation of an Alaska Park System comprising two-thirds the acreage of the entire National Park System; (b) the parallel creation of a skeletal Service to plan, manage, and operate this new System; and (c) the unique legal provisions for traditional use, access, and residence within the new parklands. Given congressional mandates and planning deadlines, our challenge is to meet these crises in a manner that builds systematic programs for the future. Given the disparity between people, budget, and land base, we must select and tailor the jobs we do. Two criteria determine our choices: (1) what *must* be done *now* to meet urgent planning and operational needs, and (2) which of the things that must be done now gives us a building block for the future system that we are coincidentally shaping.

*Stephanie Rodeffer—Archeologist, Office of Cultural Programs, Preservation Planning Division/Mid-Atlantic Regional Office:*

Our division is working toward a well-integrated interface between the Secretary of the Interior's Standards

on Archeology and Historic Preservation, the State programs, and the technical assistance we offer in a variety of forms to Federal agencies. In all of these activities we will be seeking to test the strengths and weaknesses of the Standards and Guidelines.

*Lee Gurney—Grants Manager, Grants & Management Services Division/Mid-Atlantic Regional Office:*

Our approach to the evaluation and certification of State Programs has been to incorporate technical assistance in the process, rather than to rely solely on a "report card"

determination. We will be seeking appropriate ways in which to encourage information sharing among states and developing additional grant guidance to improve the planning, management and control approaches used by State Historic Preservation Officers to guide their programs.

*Francis Ketterson—Chief, CRM/Midwest Regional Office:*

I sense a new awareness of the need for, and a commitment to, making informed cultural resource management decisions. The outlook for historical research is bright; less bright for historical architectural research. I see



*Marbleizing Arlington House, Virginia*

historical architecture linked to project work and the research needed by informed management, but linked to structures not involved with project funding, continuing to languish.

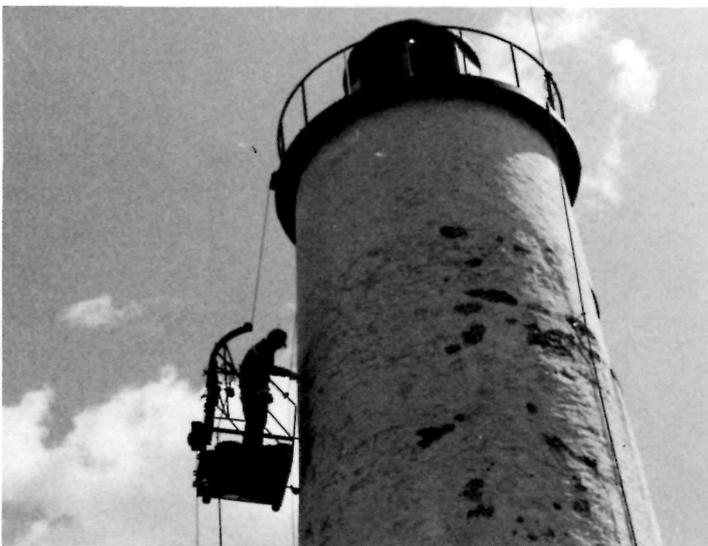
*Francis McManamon—Chief, Cultural Resources/North Atlantic Region:*

The main challenges confronting the North Atlantic Region are organi-

zation (priority-setting decision making), quality (funds to do the job), and communication among our colleagues who share concern for cultural resources.



*Formal Cascade, Meridian Hill Park, Washington, D.C.*



*Applying first coat of whitewash after re-pointing to the fifty foot Rock Harbor Lighthouse, Isle Royale National Park*



*At work on the Rock Harbor Lighthouse*

*Paul Goeldner—Chief, Historic Resource Services/National Capital Region:*

I expect older habits of cultural resource management to yield to a broader spectrum of valid approaches as we work with historic leases, scenic easements, more rigorous priority setting, programmed demolition or neglect, better use of crafts skills, greater use of contracts and volunteers, and increased understanding of our archeological base.

*T. Allan Comp—Chief, Cultural Resources/Pacific Northwest Regional Office:*

I think our most important function is to supply fresh, reliable data to park managers. Assuring solid Historic Resource Studies, Collection Management Plans, Historic Structure Preservation Guides, Archeological Base Maps, and Administrative Histories is the most effective contribution we can make to good, long-term cultural resource management by

park superintendents. Getting good data and good CRM specialists in the parks where both can play an immediate role in management is my basic CRM goal for the 1980s.

*Cecil N. McKithan—Chief, Preservation Services Branch/Southeast Regional Office:*

One of the more significant issues facing us at the moment is the new thrust in the Tax Act Program. We



*Test excavations being conducted by University of Nebraska in archeological methods at the Rocky Creek Site*



*Early stages of intensive testing at a Cape Code National Seashore prehistoric site*



*Archeological collections management project—North Atlantic Region*



*Part of collection storage area at Delaware Water Gap*



*Lake Crescent Lodge, Olympic National Park, Washington, one of the oldest remaining resorts on the Olympic Peninsula*



*James Cant Ranch Historic District, John Day Fossil Beds National Monument, Oregon. HABS drawings were prepared of the ranch structures and the hayfields leased—the second lease signed nationwide.*

are implementing a computer program as well as new regulations with the fee structure. We also provide technical assistance to the parks; and are presently involved in a recording project at the Abraham Lincoln Birthplace in Kentucky. For the future, I predict a greater role in the identification and designation of National Historic Landmarks.

*Bill Harris—Chief, CRM/Southeast Regional Office:*

All parks do not have an up-to-date resource management plan (RPM). We are urging the completion of these RPMs, as well as visiting several parks on a pilot program basis to help develop a condition inventory with the park staff. In-service

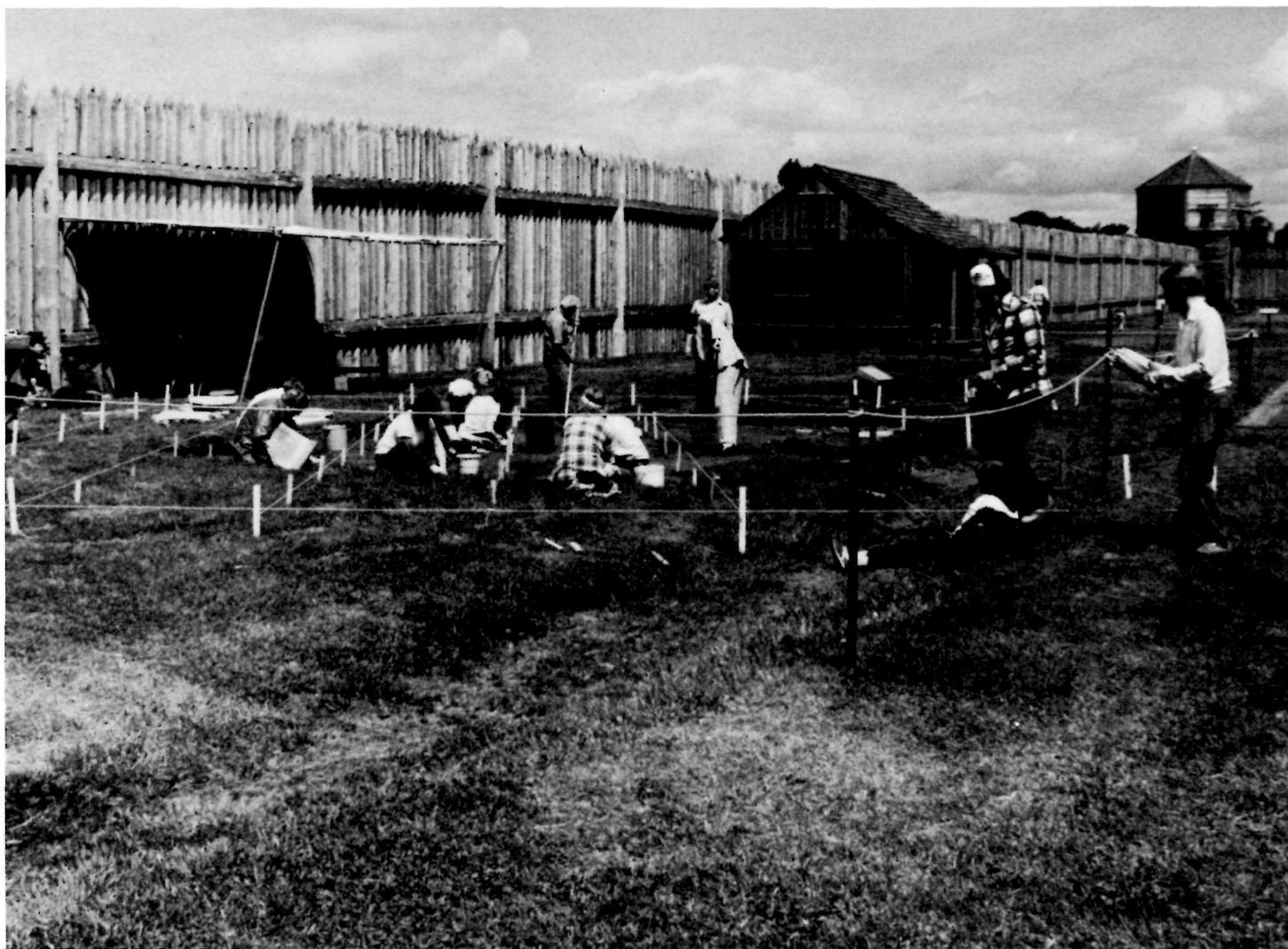
training for park staffs in the care and treatment of monuments is also being developed to take care of this pressing need.

*Richard Sellars—Chief, Cultural Resources Center/Southwest Region:*

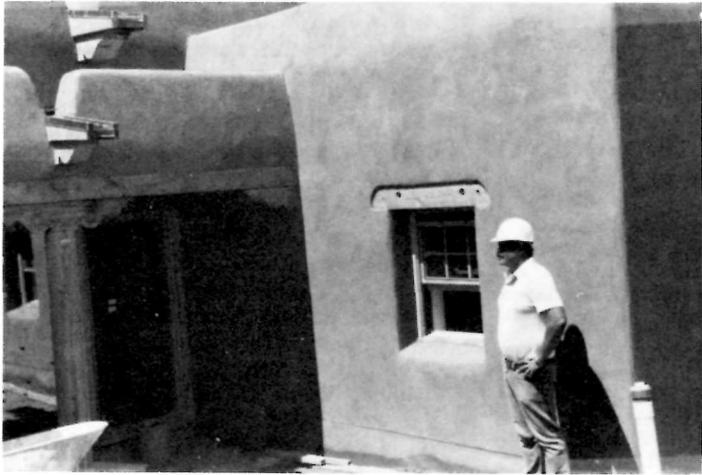
Within the next 10 years we hope to have most prehistoric and historic structures up to maintenance standards, as well as a fully developed and funded annual and cyclical maintenance program for these structures. We would hope to have well-trained CRM personnel in the parks to provide guardianship for these resources, and funding capacity to accomplish all research for planning prior to working on the plans.

*Margaret Pepin-Donat—Chief, National Register Programs/Western Regional Office:*

We're looking forward to a range of new developments, among them: (a) increased interest in preservation, with many new audiences and divergent views; (b) increased reliance on data management enabling greater resource protection and technical assistance; (c) new theories in North American archeology as a result of computerized data introducing more complete information in national and regional arrays; and (d) less tension between development and preservation, facilitated by readily available computerized data.



*Members of the Oregon Archeological Society begin first day activities at Fort Vancouver by laying out excavation units.*



*Pecos Visitor Center, for which approximately half of construction funds donated by Buddy and Greer Garson Foggelson. Buddy Hicks, project supervisor.*

*Close-up of hand-carved corbel at Pecos Visitor Center*



*Ebey's Landing National Historical Reserve, Washington, where an inventory of the cultural landscape has been completed and published in a four-volume set*

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# THE FUTURE

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## **Interagency Resources Division**

First, a second generation agenda for preservation needs to be defined. A new set of goals is needed—possibly an elaboration of roles for the major levels of government—to guide the preservation programs over the next 10-15 years. Hopefully, this second generation agenda will include a major emphasis on resource planning. The success rate of RP 3 planning, in terms of enthusiasm of those who have tried it, is very high. Secondly, we can make major advances in preservation technology, especially once we can access the National Register data base and other historic property inventories. This should enable us to identify what our materials conservation problems will be and to develop procedures for solving them. Finally, we need to streamline some of our administrative processes.



## **Preservation Assistance Division**

*More resources, staff and financial assistance devoted to improving storage conditions and cataloging backlog of uncataloged collections to achieve accountability.*



*Increased number of trained park and regional staff available to develop collections planning documents and provide conservation services.*

*Increase in contracts to catalog, write Collection Management Plans, perform Collection Condition Surveys and provide conservation treatments for objects.*

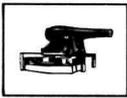
*Development and dissemination of Preservation Tech Notes, a new series of leaflets to provide practical information on innovative techniques and practices for successfully maintaining and preserving historic structures and objects both within and outside the National Park System; implementation of a comprehensive technical assistance program to aid owners of endangered landmarks in evaluating and prioritizing the preservation needs of their buildings and to tap private sources of financial assistance; expansion of training opportunities for craftsmen, building managers, architects, and contractors both within and outside the National Park System to build technical skills and to share state-of-the-art technical preservation information.*



## **HABS and HAER Division**

*Proceed with documentation of national Historic Landmarks in the regions and parks.*





### History Division

*Encourage* master's and Ph.D. candidates to prepare dissertations on NPS areas and programs.

*Link* the historic resource study to the National Register process.

*See* that all units of the NPS have an updated administrative history.

*See* that every NPS area has an approved historic resource study and that all National Register eligible properties have been identified and added to the National Register.

*Work* closely with the American Society of Civil Engineers and the Society of American Archeologists to expand and enhance the NHL program.

planning approaches as an integral part of any agency's planning process.

*Increase* emphasis on public information and public education programs designed to build sensitivity to the heritage values inherent in archeological resources.



### Anthropology Division

The Service controls lands historically associated with American Indians, Eskimo, Aleuts, and Hawaiian communities. These lands are ancestral to these groups and contain places and resources religiously and culturally significant to these original Americans. The Service needs to work constructively and sensitively with Native American and ethnographic communities

to resolve resource protection and use issues.

Long-term conservation of cultural resources requires a basic knowledge of their distribution, characteristics, and qualities. Two areas of emphasis will be: using remote sensing data, sampling designs, predictive modeling, systematic and standardized recording and limited ground check to develop cost-effective inventory of cultural sites; and establishing basic control and accountability of archeological collections.

A third area of emphasis will foster communications between park interpreters, and archeologists and anthropologists, including assistance to park interpretive staffs in applying current archeological and anthropological research; development of a "speakers bureau" listing Service and non-Service archeologists and anthropologists available for popular, authoritative park presentations; and development of cooperative activities in cross-cultural communication to identify and eliminate cultural bias in our programs.

A final area of emphasis will be conservation of Native American rock art, including developing a long-term cooperative effort between universities and the Service employing student interns to inventory, evaluate, and record rock art in the parks; and developing a park-based program to protect significant rock art resources through park interpretation and resource management activities.



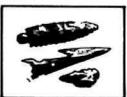
### Historic Architecture Division

*Effective* documentation through historic structures reports and historic structures preservation guides.

*Training* with a historic preservation maintenance certification program.

*Development* of Long Range Planning process for curatorial management of the historic and prehistoric structures of the system as a collection.

*Care* of statuary and monuments.



### Archeological Assistant Division

*Provide* comprehensive programmatic assistance to Federal agencies.

*Develop* an enhanced awareness of archeological resource management needs.

*Emphasize* comprehensive archeological



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# GENERAL INFORMATION

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## African Meeting House

The African Meeting House, Boston African American National Historic Site, is scheduled for major restoration work this year. Built in 1806 as the First African Baptist Church, it housed the New England Anti-Slavery Society founded by William Lloyd Garrison (1832). A serious effort to repair and modernize the building started in 1852. Remodeled in 1855, it lost many of its members

to other parts of the city. This prompted the sale of the church building. In the early 20th century, it became a Jewish Synagogue which it remained until purchased by the Museum of Afro American History in 1972. Fire extensively damaged the roof and interior gallery in 1973, and the building has remained unoccupied since that time.

Involvement by the National Park Service commenced in 1981 through a five-year cooperative agreement with the Museum of Afro American History to complete a historic structure



report. In 1983, Congress appropriated \$1 million toward the complete restoration of the Meeting House. Construction work is anticipated to commence in 1985.

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## Old Executive Office Building Paint Analysis

The Old Executive Office Building in Washington, D.C. currently provides office space for many of the President's administrative support staff. It was originally constructed between 1871 and 1888 to house the State, War, and Navy Departments. Since that time, many layers of paint have obscured the original Victorian-era chromatic schemes.

The North Atlantic Historic Preservation Center conducted a paint analysis of certain highly visible areas within the building. The first segment

of the project included investigation in the east rotunda, a highly ornate cast iron dome which supports a large oval skylight. While paint samples were being analyzed, contractors removed World War II black-out paint from the red, white, and blue glass skylight panels. Today the east rotunda stands restored in an off-white base color with details highlighted in gold and silver bronzing powers, representing the original gold and silver leaf. Restoration of four coffered plaster domes, located in the corners of the building, is about to begin, with an average of fourteen historic colors per dome to be reproduced.

When complete, the majority of public spaces within the building will



have been returned to their color schemes from a century ago.

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## BOOKS

### Access For Disabled Visitors At Historic Sites

W. Kay Ellis

*(Accommodation of Disabled Visitors at Historic Sites in the National Park*

*System by Duncan E. Ballantyne, Park Historic Architecture Division, Washington Office, Paperback 89 pages.)*

The National Park Service (NPS) Park Historic Architecture Division has recently released the new publication, "Accommodation of Disabled Visitors at Historic Sites in the National Park System." It focuses on the

information needs of managers and technical staff who provide disabled visitors with the highest level of accommodation possible at the lowest level of impact on the historic fabric.

Sites, parks, and monuments containing historic structures represent a large part of the National Park System. Yet, many visitors cannot fully enjoy them due to inaccessible fea-

*continued on page 31*

## Training

	Dates	Locations
<b>Cultural Resources</b>		
Cultural Resources Management	May 14-23, 1985 Nov. 12-21, 1985	Mather Mather
Cultural Resources Planning and Evaluation Methods	Feb. 25-Mar. 1, 1985	Mather
Curatorial Methods	Nov. 26-Dec. 7, 1984 Dec. 2-13, 1985	Mather Mather
Fire Prevention in Historic Structures	Aug. 26-30, 1985	Mather
Historic Property Leasing Workshop	Feb. 5-8, 1985	Mather
Identifying, Evaluating, Registering and Managing Rural Historic Districts	April 9-12, 1985	Sleeping Bear Dunes NL
Maintenance: Cultural Resources for Managers	Sept. 9-13, 1985	Mather
Maintenance: Historic Structures for Technicians	June 10-14, 1985 Oct. 21-25, 1985	Mather Albright
NPS Relationships with Native Americans	June 17-21, 1985	To Be Announced
Service-wide Workshop for Historians	Feb. 25-Mar. 1 1985	To Be Announced
Workshop for Tax Act Certification and State Program Approval	Dec. 3-7, 1984 June 25-27, 1985	Mather Albright
Workshop in Current Archeological Theory and Method: Predictive Modeling	April 30-May 2, 1985	Fort Collins, CO
Workshop in Historic Structures: Issues and Policies	July 8-12, 1985	Albright



## Cultural Resources Laws

The Antiquities Act of 1906  
 The Act of August 25, 1916 (The Organic Act)  
 The Historic Sites Act of 1935  
 The National Trust Act of 1949  
 The Reservoir Salvage Act of 1960  
 The Department of Transportation Act of 1966  
 The National Historic Preservation Act of 1966  
 The National Environmental Policy Act of 1969  
 Public Law 91-243, May 9, 1970  
 Executive Order 11593, 1971  
 The Archeological and Historic Preservation Act of 1974  
 Public Law 94-458, 1976  
 American Folklife Preservation Act of 1976

Public Buildings Cooperative Use Act of 1976  
 Public Law 94-422—September 28, 1976  
 The Tax Reform Act of 1976  
 Executive Order 11988 (Floodplain Management)—May 24, 1977  
 The American Indian Religious Freedom Act—August 11, 1978  
 Revenue Act (1978)  
 The Archeological Resources Protection Act of 1979  
 National Historic Preservation Act Amendments (1980)  
 Economic Recovery Tax Act (1981)  
 Alaska Natural Interest Land Conservation Act (ANILCA), 1980

## Working Documents

**Anthropology Division**  
 NPS Management Policies

Special Directive 78-1  
 (Contact: Douglas H. Scovill,  
 Chief, FTS 343-8159)

**Archeological Assistance Division**  
 36 CFR 69—Protection and Conservation of Archeological Resources: Uniform Regulations (effective January 6, 1984)  
 36 CFR 66—Recovery of scientific, prehistoric, historic, and archeological data; procedures for notification, reporting and data recovery (being revised)  
 36 CFR 75—Procedures for identifying and protecting archeological, historic, and scientific properties (withdrawn October 31, 1983)  
 Special Directive (Draft)—Service-wide procedures to investigate notifications that important archeological and historic properties are being inspected during construction  
 Fact Sheet—Concerns the Department of the Interior's program approach on evaluating Federal agency requests for a waiver of the one percent limitation on archeological and historical data recovery activities.  
 DOI Burial Policy—on the deposition of human archeological remains  
 (Contact: Michele Aubry, Archeologist, FTS 343-4101)

**HABS/HAER Division**  
 HABS Historian's Procedures Manual, December 1983  
 (Contact: Alison "Kim" Hoagland, Historian, FTS 343-9613)

**History Division**  
 Documents produced by the National Historic Landmark Program  
 Documents produced by the Administrative History Program  
 History reports focusing on historic areas  
 (Contact: Ed Bearss, Chief Historian, FTS 343-8163)

**Interagency Resources Division, National Register**  
 36 CFR, 43 CFR—Status of NPS Cultural Resources Program Regulations  
 Secretary of the Interior's Standards and Guidelines for Archeology and

Historic Preservation  
Directory of Technical Information  
(*Contact*: Carol Shull, Chief of  
Registration, FTS 343-9536)

**Interagency Resources Division,  
Planning**

36 CFR Part 61—Procedures for  
approved State and Local Govern-  
ment Historic Preservation Pro-  
grams

Secretary of the Interior's Stan-  
dards and Guidelines for Arche-  
ology and Historic Preservation  
(developmental stage)

National Register Programs Manual

**Interagency Resources Division, Na-  
tural Landmarks**

Federal Register—National Registry  
of Natural Landmarks, March 1,  
1983

Federal Register—National Natural  
Landmarks Program—December 9,  
1980

(*Contact*: Art Stewart, Acting Chief,  
Natural Landmarks Branch,  
343-9500)

**Park Historic Architecture Division**

Historic Structure Preservation  
Guide

36 CFR 18 (Leasing Program)

Management Policy (82-12)

NPS-38 (Leasing Guidelines)

(*Contact*: Randy Biallas, Assistant  
Chief Historical Architect, 343-8148)

**Preservation Assistance Division**

Secretary of Interior's Standards for  
Rehabilitation and Guidelines for  
Rehabilitating Historic Buildings  
36 CFR Part 67—Historic Preserva-  
tion Certificates

(*Contact*: Ward Jandl, Chief, Tech-  
nical Preservation Services Branch,  
343-9584)

**Preservation Assistance Division,  
Curatorial Services Branch**

Museum Handbook (Part 1 being  
revised)

Conserv-o-gram

Manual for Museums

Collection Management Plans

Scope of Collection Statement

Collection Condition Survey

Collection Storage Plan

(*Contact*: Ann Hitchcock, Chief  
Curator, 343-8138)

*General Documents*: NPS-28—followed  
by all divisions

*Regulations*: In order to implement  
provisions of general laws, regula-  
tions are proposed, adopted, and then  
compiled in the Code of Federal Reg-  
ulations (CFR).

43 CFR 3 (Antiquities Act)—discusses  
the conditions and constraints relative  
to issuing permits for examination,  
excavation, and collecting "objects of  
antiquity."

36 CFR 60 (National Historic Preser-  
vation Act of 1966 and EO  
11593)—discusses changes and revi-  
sions to, and removal of, properties  
on the National Register.

36 CFR 61 (NHPA and EO 11593)—  
provides for comprehensive statewide  
historic surveys and plans, and  
establishes professional standards for  
the staff of the state historic preserva-  
tion office.

36 CFR 63 (NHPA and EO 11593)—  
Codifies the process through which  
federal agencies request and obtain  
determinations of property eligibility  
for inclusion in the National Register  
of Historic Places.

36 CFR 65 (National Historic Land-  
marks Program)

36 CFR 68—contains the Secretary of  
Interior's standards for historic  
preservation projects.

36 CFR 800 (NHPA and EO 11593)—  
includes the regulations published by  
the Advisory Council on Historic  
Preservation to implement Section  
106 of the National Historic Preserva-  
tion Act, as amended.

40 CFR 1500—published as directed  
by EO 11991 to "make the environ-  
mental statement more useful to deci-  
sion makers and the public."

## **Historic Property Leasing Coordinators**

**Alaska Region**

Hugh Watson  
Recreation Services  
FTS 907 271-4334

**Mid-Atlantic Region**

John Bond  
Cultural Resources Management  
FTS 597-7097

**Midwest Region**

Paul R. Kausch, Jr.  
Land Resources  
FTS 864-3441

**National Capital Region**

John Blair  
Land Use Coordination  
FTS 426-5916

**North Atlantic Region**

Paul Cotter  
Land Resources  
FTS 223-3780

Jim Skelton  
Cultural Resources  
FTS 223-3778

**Pacific Northwest Region**

Stephanie S. Toothman  
Cultural Resources  
FTS 399-0791

**Rocky Mountain Region**

Rodd L. Wheaton  
Cultural Resources  
FTS 234-2764

**Southeast Region**

William J. Porter, Jr.  
Land Resources  
FTS 242-5898

**Southwest Region**

Cloyd A. Kump  
Concessions  
FTS 476-6381

**Western Region**

Edward R. Haberlin  
Land Resources  
FTS 556-8340

Thomas Mulhern  
Park Historic Preservation  
FTS 556-8376

**Washington Office**

Susan Harrison  
Park Historic Architecture  
FTS 343-8145

*"Books" continued from page 28*

tures. Legally mandated to preserve and protect historic sites, the Park Service is also subject to Section 504 of the Rehabilitation Act which requires availability of programs for disabled visitors. NPS policy also states that efforts be made to insure accessibility. Indeed, major interpretive benefits for all visitors generally come from direct participation in an interpretive program, as well as physical exposure to the site and its properties.

Oftentimes, the need to provide access and the need to preserve and protect the resource seem to conflict, creating problems for management. Are historic structures automatically excluded from accessibility mandates? How can parks provide physical access without significantly impairing the historic fabric? What legal implications must parks be aware of? What are the physical requirements of disabled people? These questions and

more confront managers as they seek to provide access to their sites.

Divided into two parts, "Accommodation of Disabled Visitors" effectively and positively addresses the issue of preservation in conflict with accessibility. The first part guides managers in identifying and understanding physical barriers. It also outlines the manager's role in making access-related decisions.

The second part provides technical aid to staff members who assist managers in the decision-making process and who recommend actions regarding accessibility. Although each site presents unique problems, certain problems appear common to all. These are detailed, and the advantages and disadvantages of possible solutions discussed in this section. An excellent Accommodation Worksheet and Survey Checklist are also provided. However, the checklist should not be used without thoroughly reading the technical assistance section.

The value of this publication lies in its systematic, thorough approach to the identification and resolution of barriers to disabled visitors. The planning and analysis processes have been carefully and concisely outlined. They provide managers and staff with valuable tools to make accurate assessments and reach effective solutions.

Access to historic sites raises many questions. This publication, coupled with creativity and imaginative leadership, could provide the framework for answering many of them. Furthermore, it may promote a greater opportunity for all citizens to enjoy our Nation's rich historical heritage.

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The author is with Special Programs and Populations Branch, WASO. A copy of the publication, "Accommodations for the Disabled," may be obtained from the Park Historic Architecture Division, WASO.

*"Interview" continued from page 3*

who are of nearly comparable expertise. I would like to see a combination of formalized training and on-the-job training programs so that our highly skilled specialists can pass their skills along—give the understudies a higher degree of capability as well as credibility. On-the-job training, perhaps using upward mobility approaches, gives us a major opportunity.

Furthermore, we need to develop a way to share the lessons we learn in cultural resources. A great many of the projects we undertake—whether we are talking about working on a building or a museum object or an archeological site—present us with challenges for which there is no precedent. Our specialists are extremely good at recognizing problems, defining them, and finding ways to resolve them but sharing the solutions is a frequently overlooked step. I want to find a way to mine the NPS for technical information, to reach in and find those lessons that people are

learning in the course of handling projects, to extract them, and to make them available to other people throughout the parks—maintenance people as well as curators, historians, architects, and archeologists.

**Q:** You've mentioned your long-range goals. Do you have immediate goals you hope to accomplish?

**A:** I think it is important to emphasize that we have been talking about strategic, long-range goals. Please do not expect all of them done tomorrow. It is going to take a lot of missionary work; without additional staff, it is going to take time.

What I hope we will see in the short range, and I hope people already are seeing, is a reasonable and practical approach to cultural resource management, a recognition that the key word is management, a recognition that management is really something that resides with regional directors and park superintendents. We're not trying to take away the authority or the

responsibility of line managers. Quite the contrary, we are trying to draw line managers more personally into the cause of cultural resources, to give them better opportunities to make use of planning systems. I would like to see line managers become the principal advocates of budgeting for cultural resource needs. I think it is a mistake to have the only person who ever calls out for an increase to be the Associate Director from the program area.

**Q:** What role will WASO play?

**A:** The Washington Office will try to lead the Service in improved cultural resources management. We will try to limit ourselves to policies and supervision, budget coordination, and program development through line management. We will try to avoid contributing to the problems I mentioned earlier. Much of my personal focus will be on strengthening the consensus, which I regard as the foundation for all

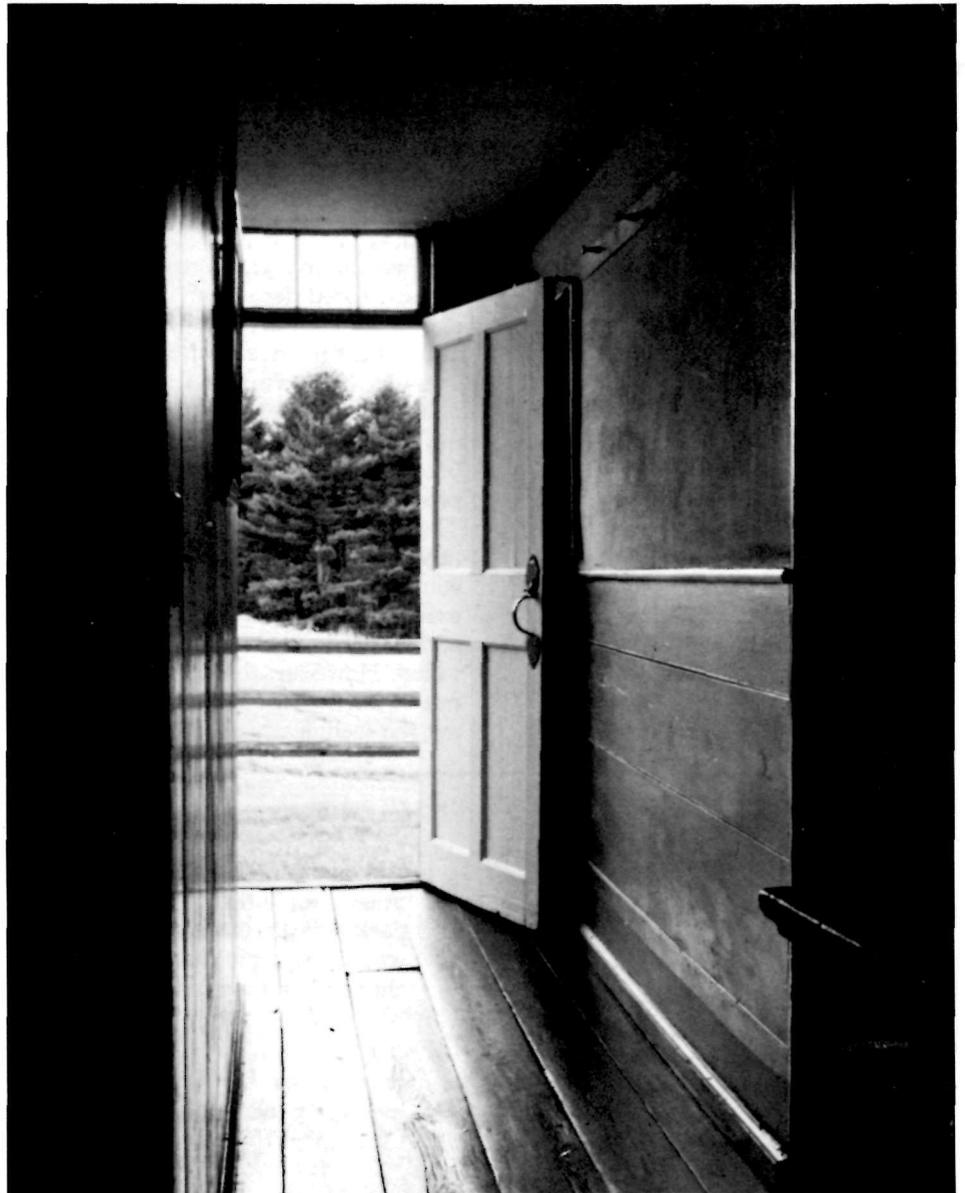
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"Interview" continued from page 31.

the many other things we need to do.

**Q:** You have mentioned park-related directions for the Cultural Resources program at great length. Do you have any final comments on the thrusts of the National Register programs and the direction you are taking them?

**A:** I have a set of strategic goals for the National Register programs as I do for the park-related programs, and I believe that, working together, we will be able to achieve them. First and foremost, I intend to institute the Secretary's Standards and Guidelines so that they can be understood by managers both inside and outside the National Park Service. I want to streamline the National Register process, and give priority to the tax incentives program to get as much good preservation from it as possible. I plan to keep focusing on HABS/HAER documentation, to provide assistance to Federal agencies in the implementation of their archeological responsibilities; and to give greater attention to the National Historic Landmarks program (150 new National Historic Landmarks are to be presented to the Secretary). I plan to continue effectively administering the Historic Preservation Fund and, finally, to maintain and improve the working partnership with States, local governments, the National Trust, and others. There's quite a lot of work represented in these eight goals, but I think the directions we have taken are already strong ones and will simply become stronger and more productive over time.



**RUSSELL E. DICKENSON, Director**  
**National Park Service**  
**U.S. Department of the Interior**  
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Mary Maruca  
Ronald M. Greenberg  
Karlota M. Koester



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