

COURIER

NEWSMAGAZINE OF THE NATIONAL PARK SERVICE



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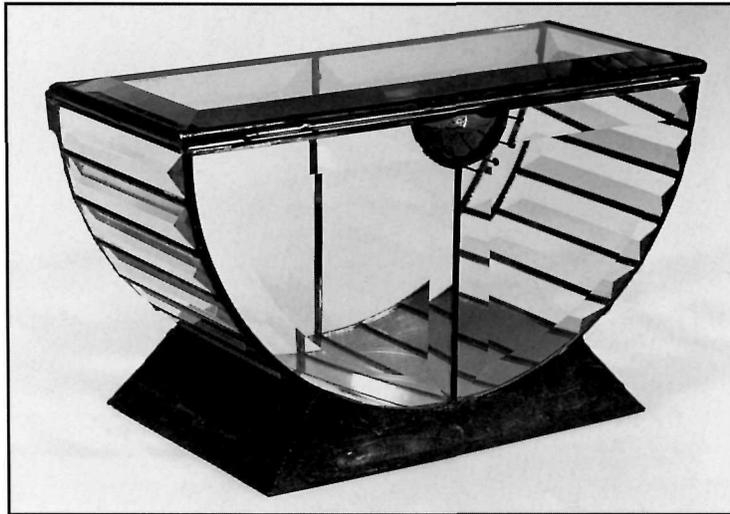
OCTOBER 1992

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NEWSMAGAZINE OF THE NATIONAL PARK SERVICE

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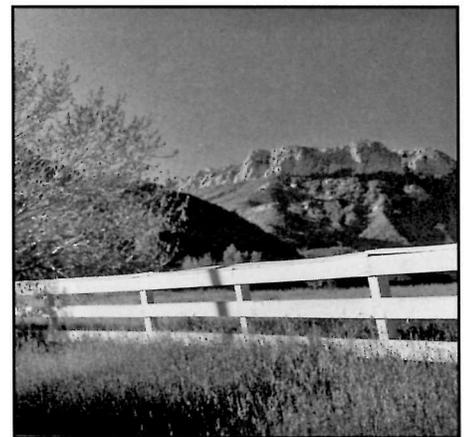
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COVER

Boney Mountain is the setting for the Satwiwa Native American Indian Culture Center at Santa Monica Mountains NRA. Photographer Tom Gamache's visual interpretation of the site reminds us that art assumes a variety of different forms, primarily in this case the art of the photographer, but also the craftsmanship displayed at the center as it represents one way of understanding Native American culture.

The back cover suggests a different art form all entirely. The newspaper announcement that resulted in the White House design competition 200 years ago has left us a national treasure as well as an architectural work of art.



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THE FAMILY ANSWER

In August, Hurricane Andrew swept across South Florida and up through Louisiana, leaving a terrible path of destruction in its wake. One estimate I've seen placed property damage at more than \$20 billion, and it's impossible to fully understand or measure the human toll. Fortunately, very few lives were lost, but a disaster of that magnitude can destroy people's spirit, as well. It's surely a tribute to the strength and resilience of the human spirit to see how many people have come through with a positive outlook and a strong determination to rebuild what they lost.

I believe one key to keeping our spirit alive as we face adversity is knowing others care about us — that they care what happens to us and are there to help. We have certainly seen that kind of caring in the aftermath of Hurricane Andrew. As might be expected, Government agencies, non-profit organizations, and insurance companies quickly appeared on the scene to provide food, clothing, and shelter, and begin the rebuilding process. But what has been most gratifying and touching is the heartfelt response from average Americans all across the country.

Many National Park Service employees were among those hit hard by Andrew, and I am especially proud of the way the Park Service "family" responded during this time of need. When it became apparent after the hurricane (and Typhoon Omar) that our fellow employees were among those who had lost their homes and belongings, Eastern National Monument Association (and the Arizona Memorial Museum Association) quickly acted to set up a fund that could provide some measure of emergency relief. We thank the associations for all their help and we are pleased to report that nearly \$200,000 has been donated to the Andrew relief fund. It has been used in a wide variety of ways to help people get back on their feet.

As of this writing, more than 1,000 individual employees, employee groups, and alumni have contributed to the relief fund. Some have contributed directly by writing a check, some indirectly by participation in a fundraiser. Some have contributed small amounts, some large amounts. Whatever the amount, the expression of caring and reaching out to help is something that we can all feel good about. Others, outside the Service, have expressed amazement at this strong, virtually unsolicited employee response. I take great pride in telling them that it's exactly what I have learned to expect from Park Service employees.

When I first became Director, I was told about the "Park Service family." They told me that NPS employees were a tight-knit group with a strong sense of association and pride. I don't really know what produces this unusual kind of kinship among NPS employees. Maybe it comes as a tradition from the days when employees and their families served in remote places where they had to rely so much on each other. Or maybe it comes from our strongly shared commitment to the NPS mission. Or maybe it's simply intrinsic to the kind of people who gravitate toward a career with the National Park Service. Whatever its origins, it is one of the Service's strongest assets.

The way we have all pulled together — as an organization, as NPS employees, and as individuals — to help both the employees and the



parks merits high praise. Yet, I'm struck by how easily we seem to lose sight in our daily work lives of the value of this kind of unity and the enormous strength it represents. There is a kind of strange paradox in the way we respond to each other in need and the way we deal with one another in our work. Field staff — including superintendents — too often view central office staff with suspicion, or question the value of their work. Central office staff too often seem inclined to second guess the motives and the decisions of those who are on the front lines. Program staff too often view themselves as being in competition with one another. And *far* too often we seem to lose sight of the fact that we're all on the same team. We are teammates who play different roles, but we need each other to make it all work. By

actively working for and applauding each other's success, we also promote the success of the organization.

The Vail Report of the Working Group on Organizational Renewal discusses this issue in the context of the "Culture of the Park Service." The report notes instances of park superintendents taking actions that go counter to directions from Washington, park employees actively undercutting superintendents, and specialized programs becoming bureaucratic fiefdoms. The working group's report acknowledges the toll this takes on the organization: "Today, there is not a single National Park Service. It varies from region to region and park to park. ...in this world, the big parks — the crown jewels — will do fine. ... but smaller and newer NPS sites will suffer. And the reverence and respect of the American public, that most precious of NPS assets, will begin to erode."

The Park Service must overcome this kind of fragmentation. We all suffer when individuals push their own agendas, regardless of what the implications might be for the organization as a whole. To see a good example of how this adversely affects the Service, you need only look at the fiscal year 1993 NPS appropriation. It's loaded with non-priority construction projects funded at the expense of higher Servicewide priorities *and* at the expense of park operating programs. Self-serving actions run counter to the concept of good teamwork and they are very real threat to Park Service success.

We have a lot of challenges to face now and in the years ahead. In my experience, negative behavior — trashing each other, or "dissing" as the younger generation now puts it — feeds on itself and saps a lot of organizational energy. To be blunt, we don't need it. Members of the Park Service family deserve more respect, and we can *each* play a *personal* role in creating a more positive work environment. That role is to acknowledge that each of us has a place on the Service team; to remember that we all support the work of the Service; and to treat one another with respect and courtesy. Doing these simple things can go a long way toward improving morale and enhancing productivity, *and* they cost us absolutely nothing!


James M. Ridenour

A VIEW FROM THE HILL

THE 102ND CONGRESS IN REVIEW

*By Sean Devlin Bersell, Assistant Director
Legislative and Congressional Affairs*

The 102nd Congress has completed its work and left Washington. The National Park Service is trying to digest all the legislative activity that occurred over the past two years. Some of the fruits of Congress' labors taste sweet to us; others are more difficult to swallow.

There certainly was a lot on our plate. More than 370 bills affecting the National Park Service were introduced in the 102nd Congress. Hearings were held on 174 of these measures, and more than 50 new laws affecting the National Park Service were enacted. The number of bills of concern to the National Park Service in the 102nd Congress was two and a half times the number introduced just five Congresses ago and the number of those bills enacted into law has tripled in that time.

Ten new parks were created by the 102nd Congress:

- **Brown v. Board of Education NHS**, Topeka, Kansas — the schoolhouse that was the focus of the landmark 1954 school desegregation case;

- **Dayton Aviation NHP**, Dayton, Ohio — several sites related to the pioneering work of the Wright Brothers;

- **Keweenaw NHP** on Michigan's Upper Peninsula — a major copper mining community.

- **Little River Canyon NPre** in northeastern Alabama—the second deepest gorge east of the Mississippi;

- **Manzanar NHS**, near Lone Pine, California — a World War II internment center for Japanese-Americans;

- **Marsh-Billings NHP**, Woodstock, Vermont — the boyhood home of early conservationist George Perkins Marsh, later the home of industrialist Frederick Billings and Laurence and Mary Rockefeller;

- **Mary McLeod Bethune Council House NHS** in Washington, D.C. — the home of the noted African-American educator and civil rights leader;

- **Niobrara National Scenic Riverway** in Nebraska;

- **Palo Alto Battlefield NHS**, Brownsville, Texas — site of the first major battle of the Mexican-American War; and

- **Salt River Bay NHP and Ecological Preserve** in the U.S. Virgin Islands — both the only known landing site of Christopher Columbus on what is now U.S. soil and a rare, relatively undeveloped Caribbean estuary.

We will enter the new year with 367 units in the System.

Three important changes were made in the names of existing units:

- **Dry Tortugas National Park**, the 51st national park, is a re-establishment of Florida's Fort Jefferson NM.

- **Hopewell Culture National Historical Park**, Ohio, is an enlargement of Mound City Group NM.

- **Little Bighorn Battlefield National Monument**, Mont. —formerly Custer Battlefield NM — reflects the modern concern for a balanced view of the 19th century conflicts between the U.S. government and native tribes.

Several existing parks, including **Jefferson National Expansion Memorial**, **Assateague Island NS**, **Golden Gate NRA**, **Morristown NHP**, **Ocmulgee NM**, and **Saguaro NM**, were expanded.

The California and Pony Express Trails were authorized as new National Historic Trails and added to the National Trails System.

Director Ridenour has made reinvigorating the legislative program a top priority of his tenure. As a result of his efforts, for the first time in many years the National Park Service submitted its own legislative proposals to this Congress. Chief among these were proposals to: authorize an America the Beautiful Passport to replace the Golden Eagle Passport; create a joint U.S.-Russian Beringian Heritage International Park along the Bering Strait; and clarify the authority to establish cooperative study units with educational institutions at our parks.

In all, the Service had 21 legislative proposals. Thirteen were introduced in Congress, and seven were enacted. The pundits called it the "Gridlocked Congress," and the National Park Service was certainly affected by the gridlock. Several NPS proposals were stalled by legislative maneuvers in the final days of the Congress, but the Service is revising them for renewed consideration next year.

The National Park Service achieved some notable successes on the budgetary front this Congress. We obtained funding to begin construction of a new warehouse and maintenance facility at Yosemite's El Portal administrative site. The project is a key step our commitment to relieve congestion in Yosemite Valley.

Congress also approved our special resources study initiative. To regain an orderly process for determining which areas should be added to the System, the Director asked Congress to fund studies that the National Park Service had identified as potentially valued new parks. Funding was provided to assess the possibilities of the Apollo XI Launch Tower in Florida, the New Jersey Delaware Bay Wetlands, Nicodemus in Kansas, and the Susan B. Anthony House in New York.

Congress also provided first-time funding of the challenge cost-share program that will

allow the National Park Service to match contributions — both monetary and in-kind — from individuals and organizations that offer their support.

Unfortunately, the Nation's difficult fiscal situation caused the Congress to reduce park management funding by \$42 million below the President's request. The funding loss, especially when coupled with the new authorizations, will strain many parks as they work to assure critical resources protection needs are met while we continue to provide the quality experience the visiting American public has come to expect from the National Park Service.

These fiscal realities will require the Service to confront this issue squarely and determine its priorities in an era of limited governmental resources. This is the most profound challenge facing the National Park Service as it moves into the 21st Century.

Overall, the 102nd Congress was a mixed bag for the National Park Service. We are excited about our new parks, programs and projects that were approved, but disappointed in the funding we received.

We are looking forward to a new year and a new Congress, when the whole process will begin anew with high hopes for further successes.

NPS ACTIONS

The Ranger Activities Division is

overseeing a series of nationwide studies relating to aircraft overflights of NPS areas. These studies will evaluate the effect of aviation restrictions to ensure wildlife protection; structural stability; and visitor safety and comfort. Studies will take place in 39 park sites, including Grand Canyon (AZ), Yosemite (CA), and Haleakala (HI) NPs, with two firms having been contracted to conduct the sociological and engineering studies. Director Ridenour expects to report the findings and recommendations to Congress by the end of 1993.

Progress has been made on the "Ranger Futures" pay and career initiative. A concept paper on the qualifications, duties, and responsibilities of the ranger is expected in early October. The next step will be to examine the qualification guidelines with OPM to determine if the existing system will meet identified needs.

Director Ridenour has approved an action plan expanding Servicewide implementation of 75th Anniversary Symposium recommendations. The plan contains 45 action items, plus supporting tasks and workplan completion date.

LAYING OF THE WHITE HOUSE CORNERSTONE

THE 200TH ANNIVERSARY. "This first stone of the President's house was laid the 13th day of October, 1792, and in the 17th year of independence of the United States of America." Two hundred years ago, these words were engraved on a plate and pressed into the mortar at the southwest corner of a building under construction in the new federal city. Today, this building is known as the White House, the oldest public building still standing in our nation's capital. We celebrate the 200th anniversary of the laying of that cornerstone this year.

The history of the White House began in 1791, when George Washington chose the location for the new federal city, later known as Washington, DC. He envisioned a city from whose heights, "every grand building would rear with a majestic aspect over the country all around and might be advantageously seen from twenty miles off." After choosing the site, Washington designated an area of choice, high ground overlooking the Potomac River as the location of the President's House. This site was the first recorded on city records and remains today as Reservation 1, President's Park.

With the site chosen, then Secretary of State Thomas Jefferson proposed a competition to choose the architectural design. He even wrote the announcement, which advertised "A premium of 500 dollars or a medal of that value at the option of the party will be given by the Commissioners of Federal Buildings to a person who before the fifteenth day of July next shall produce to them the most approved plan if adopted by them for the President's House to be erected in this city." On March 14, 1792, after Washington made a few minor changes, the competition announcement was sent to all of the major newspapers. Jefferson, already with many architectural accomplishments to his name, submitted a design under the pseudonym of A.Z. A total of nine entries arrived before the commissioners, and on July 17, the competition was won by a 34-year old Irishman from Charleston, SC, by the name of James Hoban.

James Hoban began overseeing the construction of the President's House the following August. The building was constructed of durable sandstone blocks—Washington's preference, rather than Jefferson's, who would have preferred brick. The stone was cut by handsaw and chisels from a quarry at Aquia Creek, eleven miles south of the building site, then carried upstream on the Potomac River via barges. The work was difficult and involved, so much so that when Washington left office in 1797, the White House was incomplete. Washington's successor, John Adams, was the first to sleep there in the fall of 1800.

James Hoban oversaw construction of the President's House.

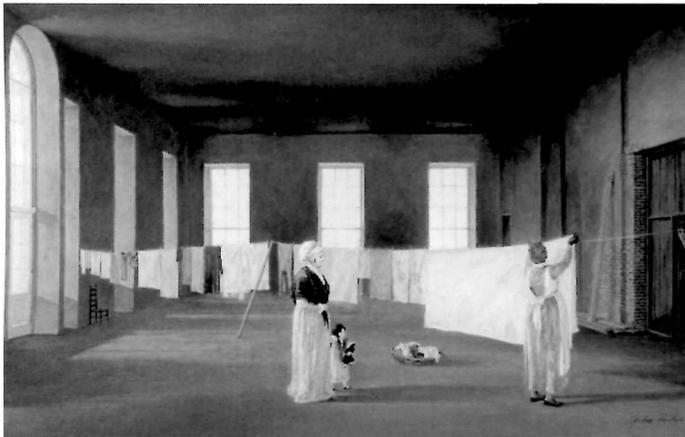
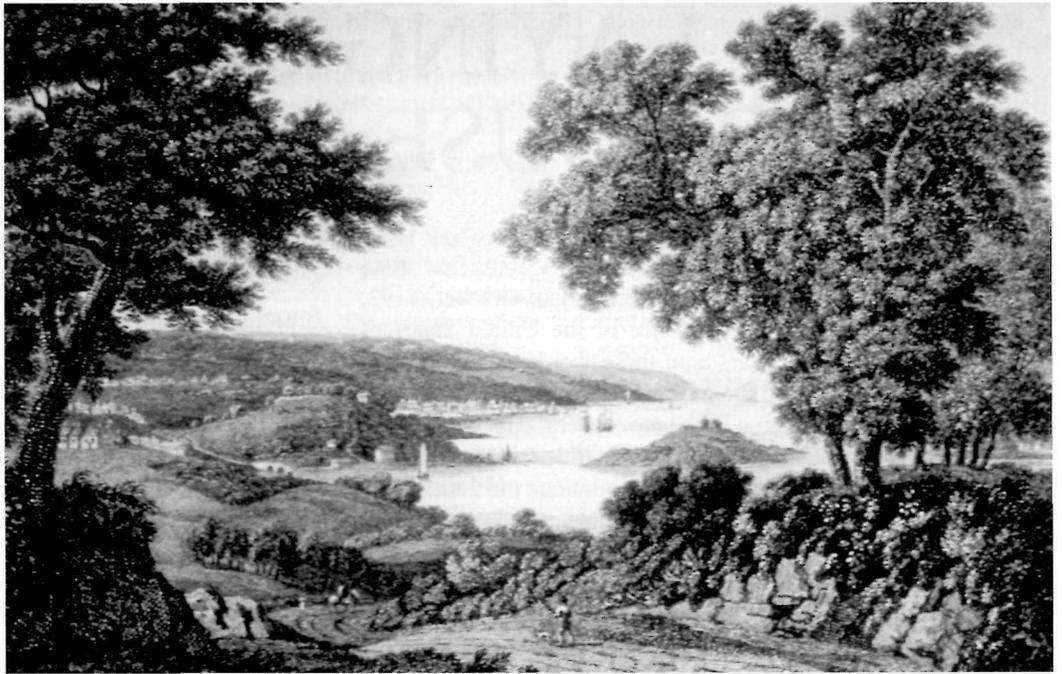
During the past 200 years, the White House has been the scene of many historic events. During the War of 1812, British forces captured the city of Washington. First Lady Dolly Madison, who had remained in the White House awaiting her husband's return, managed to escape just hours before the British set fire to the home. Before she left, she insisted that the Gilbert Stuart portrait of George Washington be cut from its frame and taken to safety. Today, that portrait hangs in the East Room.

Each room in the White House has its own complex history. The East Room is a prime example. In this room Abigail Adams, John Adams' wife, hung the family laundry out to dry. Union soldiers were quartered here during the early stages of the Civil War and, later, thousands of mourners filed past the body of Abraham Lincoln as he lay in state in the same room. Since then, the East Room has seen seven presidents lay in state.

In a sense the physical parameters of the White House have changed with the country, structural alterations and upgrades keeping pace with the growth and industrialization of the United



George Washington envisioned a city from whose heights, "every grand building would rear with a majestic aspect over the country all around."



States. After the British burned it, James Hoban returned in 1815 to direct its restoration. During Andrew Jackson's second term in 1833, the White House had running water installed. Along with that innovation came the first "bathing room" built in the east terrace. Gas lighting arrived fifteen years later in 1848. In 1853, a new water-heated, forced-air heating system was installed. In that same year, a bathing room in the private quarters could take advantage of central plumbing for the first time. Advances in communication technology brought the telegraph in 1866 and, in 1879, the first telephone. Electricity arrived in 1891.

At first, the President's family shared private living quarters with Presidential office space. However, in 1902, Congress authorized funds for extensive repairs to the structure as well as the construction of a West Wing for office space separate from the First Family's living quarters. The famous Oval Office in the West Wing received its first occupant in 1909.

The weight of years of use took its toll on the White House. In 1948, footsteps on the floor above could cause vibrations

Abigail Adams, John Adams' wife, hung the family laundry out to dry in the East Room.

strong enough to shake the chandeliers. A structural study found weakened wooden beams and interior walls. For the next four years, from 1948 until 1952, the White House underwent a complete restoration. While the exterior stone walls remained in place, the interior was gutted, a new basement excavated, and a new foundation laid. The renovation included a steel interior frame, new utilities, and the installation of a central air-conditioning system.

Exterior restoration begun in 1980. It included the careful, painstaking removal of up to 40 layers of paint, which ultimately revealed scorch marks on the bare stone walls from the British burning in 1814. The restoration reached completion just this year. Now repainted, column capitals, carved roses and garland details are once again visible in their original splendor.

Since that day in October, 200 years ago, when the cornerstone first was laid, the White House has remained an integral part of our country's heritage. It stands as a symbol of our nation's highest office, and as home to the President of the United States and his family.

Terri Green formerly served as the secretary to the Deputy Associate Regional Director, White House Liaison. Currently she is the secretary to the superintendent of Big Bend NP.

CREATING A NEW NPS-CONCESSIONER RELATIONSHIP

"Scenery is a hollow enjoyment to the tourist who sets out in the morning after an indigestible breakfast and fitful sleep on an impossible bed."

This observation only sounds like a concessioner's rallying cry. Actually, Stephen T. Mather spoke these words while serving as the first director of the Park Service. They show how important concessions operations were to him. Mather believed that neither the majesty of an El Capitan, nor the raw power of an Old Faithful were enough to attract a constant flow of visitors to the parks.

When vacationing in the early part of this century, Americans expected to sleep in comfortable beds and enjoy well cooked meals. Hotel beds that felt like slabs of granite, and restaurant dishes that tasted like a high school cafeteria's "mystery meat" could ruin a tourist's vacation.

This prospect worried Director Mather, who saw a direct link between the visitor's well-being and the survival of the Park Service. To gain public support for the Park Service, he had to convince large numbers of people to visit the parks. But he felt he couldn't do it if the parks were without good restaurants and comfortable hotels.

Many of the concessions issues that faced Director Mather have lingered to the present administration. In 1989 Secretary Lujan set up a Departmental Task Force to review the Park Service's concessions program. The Task Force found that competition for concessions contracts was virtually non-existent. In the history of the Park Service, the agency has failed to renew an existing concessioner's contract only on a handful of occasions. The Task Force discovered also that while the Park Service was receiving non-monetary consideration under some concessions contracts (usually concessioner improvements to concessions facilities) it did not have a centralized system for identifying, recording, and determining the value of this consideration. Additionally, the Task Force learned that some concessioners had sold their businesses for prices that included the value of intangible assets that belonged to the government.

On July 19, 1990, the Secretary instructed NPS Director Ri-denour to solve these problems. In carrying out these instructions, the Park Service would have to unravel the effects of Director Mather's concessions policies.

To attract visitors to the parks, Director Mather first needed to attract businesses to set up park hotels and restaurants. Like



Rocky Mountain NP
concessions operation.

Kevin Costner's character in *Field of Dreams*, Mather believed that if someone built the necessary facilities, "they (park visitors) would come." Finding builders, however, was a difficult job. The remoteness of some parks and the shortness of concession seasons discouraged many businesses from applying for concessions opportunities. Further, many businesses that were willing to set up concession operations found banks unwilling to finance construction projects.

These circumstances forced Director Mather to provide enticements. He promised prospective concession operators that if they performed satisfactorily, he would renew their contracts. He also gave them the right to provide new or additional services in the parks in which they operated, and charged only minimal fees for operating rights.



Directors that succeeded Mather continued these incentives. In 1948, the NPS added another incentive. It granted concessioners a "possessory interest" in improvements they made to fixtures on park land. This interest entitled the concessioner to the "sound value" of its improvements. The NPS defined "sound value" as the replacement cost of the improvement, less observed depreciation. This effectively allowed the concessioner's investment in improving its facilities to appreciate over time.

Congress formally recognized these incentives in 1965, when it passed the Concessions Policy Act. While entitling concessioners to the sound value of their improvements, the Act also allowed the concessioner and the Park Service to agree to a different value of compensation for the concessioner's possessory interest. The Act also stated that the Park Service should encourage continuity of concessioner operation by granting a preference in contract renewal to those performing to the satisfaction of the Secretary of the Interior.

Congressman John Dingell and other federal legislators held hearings on the Park Service concessions program in the mid-1970s. As a result of these hearings, the Park Service in-

stituted a concessioner evaluation program, and issued regulations in 1979 to implement the Concessions Policy Act. Among other things, the regulations interpreted the right of preference as giving satisfactory concessioners the right to match the best other offer submitted in response to a Park Service contract solicitation.

Even with these incentives, some concessioners barely turn a profit. However, in combination with dramatic changes in the travel industry, these incentives helped other concessioners develop successful operations.

Many Americans can get to remote parks like Yosemite and Yellowstone as easily as their grandparents were able to get to Niagara Falls or Cape Cod. They have taken advantage of their mobility by flying and driving to parks in ever increasing numbers. In 1960 the national park system welcomed 72 million visitors. By 1990, this number had increased to 260 million. The money that visitors spend in park hotels and restaurants has made some concessions operations quite profitable, thereby diminishing the need to entice these businesses to maintain their operations.

The hotels and restaurants that hosted the growing number of park visitors during the first half of the century helped solidify the excellent reputation of the Park Service. Pleased men and women told their family members and friends about their enjoyable park experiences when they returned home. This helped make the Park Service one of the most well-liked agencies in the federal government and, true to Stephen Mather's vision, secured its long-term survival.

Yet these enticements that nurtured the development of concessions operations, as well as the Park Service, also produced some undesirable side effects. Concessioners held onto the "carrots" the Park Service waved before them. They frequently exercised their rights of preference in contract renewal and their rights to provide new and additional services. Some concessioners also built up large amounts of sound value possessory interest, making their contracts more costly, and thus less attractive, to potential competitors.

All of this essentially turned the contract solicitation process into a mere formality. Despite the Concession Policy Act's requirement that the Secretary welcome and consider offers that compete for concessions contracts, existing concessioners rarely failed to renew their contracts. The Inspector General's office found that during the years 1983-1984 the Park Service attempted to solicit offers for 38 concessions contracts. Only one of those solicitations stirred a business into competing against an existing concessioner.

Also, the Park Service's policy of charging minimal fees for operating rights allowed some concessioners to earn huge



profits. The prices for which some concessioners sold their operations is glaring evidence of their profitability. In recent years several concessioners have sold their businesses for prices that far exceeded the value of the concession's tangible assets.

Even under contracts where the Park Service received consideration other than franchise fees (usually concessioner improvements to concessions facilities), the Park Service could not determine whether the government had received a "good deal." Without a systematic method of evaluating these "other considerations," the Park Service could only speculate as to the value it was receiving under these contracts.

The changes in the travel industry, the absence of competition in the contracting process, and the over-priced sales values of some concession operations showed conclusively that the Park Service was no longer dealing solely with businesses it had to entice into operating concessions. So Secretary Lujan's reform aimed directly at these enticements.

The Park Service is using three vehicles to carry out this reform. To enhance competition it is amending its regulations and standard contract language. The amended regulations, after going through an intensive public comment period, enhance competition first by restricting the availability of both the right of preference in contract renewal and the preferential right to additional services and, second, by making concessions information more easily available to the public.

To qualify for a right of preference under the amended regulations, an existing concessioner must show in its offer that it can and will meet the terms of the Park Service contract solicitation. It must also perform satisfactorily in the last few years of its contract, as well as earn a satisfactory rating for its performance over the entire term of the contract. Further, a new concessioner will qualify for the right of preference only if it has operated for at least two years at the expiration of its contract. The Park Service will award the preferential right of additional services only when the Director issues a written finding that the right is in the public interest.

Moreover, Section 51.8 of the amended regulations requires concessioners to submit detailed information about their operations to the Park Service. By allowing the public access

to this information, this section will give interested businesses a chance to learn enough about concessions opportunities to compete fairly for concessions contracts.

The amended contract language, recently published for public comment, would no longer grant concessioners the sound value of their newly acquired possessory interest. Consistent with Internal Revenue Service practices, the language would entitle concessioners to compensation for the cost of their improvements, less depreciation. The proposed language also calls for the extinguishment of the concessioner's possessory interest over a 31.5 year period. These amendments would reduce the price of concession operations, thereby making them more attractive to potential competitors.

The amended regulations increase the Park Service's control over sales and transfers of concessions operations by expressly allowing it to condition its approval of a sale or transfer upon amendments to the concessions contract. The Park Service will use this authority when a concessioner proposes to sell its operation for a price that includes the value of intangible assets belonging to the government.

Finally, the Park Service will amend its policies and procedures to set up a systematic method for identifying, recording, and determining the full consideration it receives under every concessions contract. This will involve hiring employees with finance backgrounds, training Concessions Division personnel, and setting up internal controls.

These reforms do not eliminate concessioner incentives. Concessioners that are only marginally profitable need some incentives to survive, and some incentives are necessary to encourage continuity of concessioner operation. For instance, the right of preference in contract renewal, while restricted in its availability, still allows concessioners the right to match the best offer submitted in response to a contract solicitation.

These reforms do, however, weaken concessioner enticements to better reflect the present concessioner-Park Service relationship. They recognize that the America people have a right to receive fair value in return for allowing concessioners to operate profitable businesses on park lands. Also, by attracting competition for concessions contracts, the reforms will bring the concessions contracting process more in line with the principles of a free enterprise economy. Under these principles, enhanced competition should lead to improvements in concessioner service, and greater efficiencies in concessioner operation. In keeping with Stephen Mather's philosophy, this should help ensure that park visitors do not have to "set out in the morning after an indigestible breakfast and fitful sleep on an impossible bed."

David Emmerson is a contract analyst in WASO's Concessions Division.

ALL IN A DAY'S WORK

As is so often the case in wildlife observation, chance opportunities occur when you least expect them. I was leaving Cades Cove in the Great Smoky Mountains NP (TN) one afternoon in early June, when I spotted two black shapes moving on my right. As I turned to get a direct view, I saw a sow black bear and her yearling offspring sauntering through the tables at the Cades Cove picnic area. I had already seen several bears that day in the cove, and so the sight of two more was not particularly eventful. What caught my attention were the two park rangers moving after the bears—and behind them, the green metal bear trap parked close to the bear's location. I had the feeling that something interesting was going to happen.

Pulling my truck off the road into a turn-out, I stopped to watch the rangers. As they walked along, they banged sticks against trees and yelled at the bears, coaxing them away from open picnic lunches. It was mid-afternoon at Cades Cove, and many park visitors had tempting lunches spread out, which they had abandoned as the bruins moved through.

The bears ambled along from table to table, eating what they could before the rangers reached them and interrupted their feast. I walked close enough behind the rangers to see that the bears bore metallic ear tags, a sign that they had run into park rangers before.

After ten minutes and several radio calls from the pursuing rangers, another park ranger arrived on the scene. He bore on his hip the usual .357 magnum revolver of a law enforcement ranger, but he also carried a different kind of handgun—a CO2 tranquilizer gun. I realized then that I was about to witness the darting and relocation of so-called "nuisance" bears, bears that have become habituated to man's food.

According to Great Smokies biologist Kim Delozier, park rangers try to keep wild bears out of developed human areas such as campgrounds and picnic areas because misinformed visitors either feed the bears or leave food unattended. When this happens, the bears come to enjoy human food and regularly raid campgrounds for it. Female bears pass on this propensity to their cubs, thereby perpetuating a bad habit over many generations of bears. For park resource managers this is intolerable, both for the safety of the bears and park visitors. In addition, so-called "nuisance" bears do not live very long. They get hit by cars along park highways, are more easily shot by poachers, or get sick from human food. They also have been known to be aggressive toward park visitors. In a national park like the

Great Smokies, which is virtually ringed by human communities and which receives more than eight million visitors a year, trying to keep bears away from human food is a big job indeed.

Over the years, park bear management policy has involved relocating nuisance bears that habitually enter developed areas. However, guided by a homing instinct, these bears often travel hundreds of miles to return to their home ground. (One bear,

Bear Number 75, was captured and relocated ten times, travelling more than 1,500 miles from as far away as Virginia to return to the Smokies, before being killed by poachers in 1990.)

For Delozier, relocating nuisance bears is not a pleasant experience. "For every bear that we relocate outside the Great Smokies, that bear's lifespan will be cut in half. Factors such as poaching, competition with other bears in new territory, crossing highways, and eating trash food will put these transplanted bears at high risk of death," Delozier said.

Delozier began to realize that merely relocating nuisance bears was only one element of bear management. What was needed was a way to discourage bears from ever becoming accustomed to human food.

He embarked on a research project to determine a more effective bear management policy. He researched past bear incidents in the park, plotted areas of highest bear/human interface, and even travelled to Yosemite NP to observe their bear management practices and see a new type of garbage container in use there. His study convinced him that a major new approach to bear management was needed.

Delozier concluded that the problem with nuisance bears involved human food garbage at night. He categorized bears that have developed a taste for human food as either "night-active" or "day-active." Day-active bears are those that have lost their fear of humans, and are willingly to boldly invade human campgrounds and picnic areas in search of human food. According to Delozier, these bears have acquired irreversible traits. The only alternative for handling them is relocation or disposal, if they are aggressive. Night-active bears, on the other hand, still retain their innate fear of humans—the reason they look for garbage at night, when human activity is less. But as they find more human food and grow to like it, they gradually lose their wild fear, and become day-active. For biologist Delozier, these night-active bears held the key to a new bear management policy.

Delozier reasoned that if night-active bears could not find



human food garbage, the chances were good that they would return to their natural food sources. These bears then would not become used to human food, and they would not pass on to their offspring the propensity for such food. Instead of merely relocating nuisance bears, Delozier suggested that an aggressive campaign be directed toward preventing night-active bears from becoming accustomed to human food. He decided to try an experiment.

The Chimney Tops Picnic area is one of the most popular in the Smokies, both for humans and for bears. Located on the Newfound Gap Road below the Chimney Tops peaks, it sits above the gushing West Prong of the Little Pigeon River. Historically, high numbers of bear encounters have been documented at the site. Consequently, Delozier selected it as a test site. Resource management staff, park maintenance workers, and volunteers scrupulously cleaned up the area every day before dusk from May to September 1991. All human food was picked up and put in proper receptacles. Several staffers remained at the site until dark. Using spotlights, they surveyed the number of night-active bears that came to the area. The surveyors found that twelve to fourteen bears came regularly. At the approach of the human surveyors with their spotlights, most of the bears departed into the dark forest. Two bears, however, showed only slight apprehension at the presence of the humans. For Delozier, these two represented the type of bear that was on the verge of transitioning from night-active to day-active. These two bears were tranquilized and given a full biological work-up, which included an ear identification tag, an identifying lip tattoo, drawing of a blood sample, and the removal of the first premolar tooth (which is non-functional in bears).

Within twenty four hours these bears were released back at the Chimneys picnic area, this time in the presence of humans to hopefully imprint a bad experience in the bears' minds. By actively chasing off wary bears all summer, and capturing and working up those that were not wary, Delozier hoped to permanently discourage the bears of the Chimney Tops Picnic area from becoming used to human activity and food. The preliminary results of the summer's work are promising. No bears have had to be relocated from the area in 1991. And parkwide in 1991, only four bears have been relocated outside the park, compared to twenty-two in 1990. Delozier feels that the success of the 1991 season is based on several factors—the reduced number of sub-adult bears in the park (sub-adults usually are the troublemakers), the aggressive clean-up campaign at the Chimney Tops, and the fact that the 1990 bear relocations got rid of many of the prime nuisance bears from the park.

Delozier is now working with park management to apply his bear management methodology parkwide. He is confident that by aggressively making human food unavailable to wild bears (by using new garbage containers, actively cleaning up human use areas, and targeting night-active bears for biological work-up and aversion techniques), nuisance bears will become less common.

For the two bears making the rounds of the picnic area at Cades Cove, however, the new bear management will have lit-

tle effect. Delozier identified them as Number 119, an adult female, and Number 121, the sow' yearling male. Interestingly, these two bears had been tranquilized earlier at the Cades Cove horse camp near the same picnic area, and had been relocated to the Little Cataloochee area of the park on May 29. They were back at Cades Cove on June 8. These bears had travelled more than 50 wilderness miles to return to Cades Cove in ten days.

Back at Cades Cove, I followed the ranger with the tranquilizer gun as he moved in for a shot at the yearling. His first shot missed. The yearling moved smartly, however, at the sharp explosion of the CO2 cartridge. He joined his mother and started to feed at another table. The ranger reloaded and moved in again. This time the dart hit home. The young bear jerked quickly at the impact, and moved away. With his small body mass it didn't take long for the drug to work. Within two minutes he was down.

Mother bear was a different story. The dart hit her in the rear flank and we all waited for her to go out. She didn't. The tranquilizer, Ketamine Hydrochloride and Xylazine, usually works within a few minutes. Five minutes passed. Ten. The bear became groggy, and moved slowly, but she was definitely not out. She continued to move around the picnic tables, keeping a wary eye out for the ranger with the tranquilizer pistol. A full twenty minutes passed.

The rangers consulted. Another small dose was decided upon. The ranger fired another shot from the tranquilizer gun. This time mother bear went out within a minute.

The ranger then moved in and touched the female bear with a stick to see if she reacted. When she didn't, the other rangers took measurements and weighed her. A sizable crowd of picnickers gathered around the bears, while a biological technician monitored the animals' condition. One of the rangers gave an impromptu interpretive talk about the dangers of feeding bears.

The rangers quickly lifted the bears and carried them to the bear trap. They would be kept in a park compound until their fate was decided. I found out later from Delozier that they were transported far out of the park to the Tennessee Wildlife Resources Agency Bear Sanctuary in Carter County in upper east Tennessee.

As the mother bear was loaded and the door shut on the trap, a woman who had been watching the whole incident asked the ranger with the tranquilizer gun, "All in a day's work, huh? Nothing to it, right?" With a slightly mischievous smile the ranger replied, "Yeah, that's what we get paid all those big bucks for." The woman smiled back as he prepared to drive the bear away. Just all in a day's work.

Arthur McDade is a park ranger/historian at Chickamauga & Chattanooga NMP.

STANDOFF AT SHENANDOAH

On a warm afternoon in June 1991, Backcountry Supervisor Laurie Shannon and I were attempting to dart a group of feral domestic goats on Hazeltop Mountain. With two of the goats snoozing heavily under the influence of the capture drug and the third in the cross-hairs of my "Capshur" rifle, the air was broken by excited voices over my portable radio: "...man with a gun at Big Meadows Campground. All park law enforcement personnel report to the campground ranger station for assignments."

Laurie and I turned the darting operation over to biological technicians from our resource management and science division, and proceeded to our residences to suit up.

Arriving at the campground later, I met with Central District Ranger Rob Yates, the Incident Commander. Yates explained that Thomas Eugene Shephard of Piney Point, MD, was despondent over a failing marriage and threatening suicide. Shephard had relayed this information to a volunteer working at the entrance station. Three rangers—Yates, Linda Alick and Tim Woosley—subsequently contacted Shephard, but he refused to talk or leave his vehicle. They noted he had two retrievers in the vehicle with him. The rangers managed to remove the coil wire from Shephard's vehicle but retreated when Shephard said he had a weapon with him and rolled up the windows of his vehicle.

At this point, the rangers requested Crisis Intervention from nearby Madison County. More than an hour later they arrived, along with a Madison County deputy who brought a temporary detaining order. The Crisis Intervention folks tried negotiating with Shephard. The deputy and rangers tried to reason with him too. Being unsuccessful, they then used a window punch to try to gain access to the van, but Shephard produced a pistol. All went for cover.

I was designated Tactical Operations Chief. Containment was the first order of business, and teams were deployed with orders to shoot to kill if Shephard left his van armed and unwilling to obey orders. A group of rangers from the regional 40-hour Law Enforcement Refresher nearby was called in to evacuate the nearly full, 240-site campground. We also requested the help of a few K-9 units, a hostage negotiator, a U.S. Park Police (USPP) Swat team and the USPP helicopter. As the Crisis Intervention folks tried again to contact Shephard, fog rolled across the parking lot in which his van was parked. With visual contact lost, the Crisis Team was called back. We learned that Shephard had attempted a similar stunt on the Chesapeake Bay Bridge in the mid-80s, which resulted in a SWAT team rushing his vehicle and capturing him.

I was informed that the USPP SWAT team was considerably understaffed, most of their members being at Mount Rushmore's 50th anniversary festivities. To make matters worse, only their 5-

passenger Bell Ranger 206 helicopter was available; their 14-seat Bell 412 was down for maintenance.

By this time, a full Incident Command system was cranking up, and Yates and I discussed contingency plans. We decided to wait out the situation and continue containment. A little later, we heard an engine start up and detected the van moving through the fog toward our position. Shephard had gained access to the engine compartment from inside the vehicle and apparently used a spark plug wire to reconnect the coil to the starter. Everyone took cover.

Most of the rangers involved in containment began pursuing the van north along the park's main road, Skyline Drive. Luckily a VW van does not run very fast on three cylinders. Concern that this incident might turn into a hostage situation or that Shephard might create an accident with other traffic along Skyline Drive weighed heavily on my mind.

Foul weather forced the USPP helicopter to land outside the park. They reported entering the park in an unmarked van. We decided to have them block the road with their van, then deploy into the woods near where we hoped Shephard would stop.

Moments later, Shephard approached the roadblock, but refused to exit as ordered. In the ensuing standoff, he brandished his weapon and became very agitated. At one time, I realized, that there were more than twenty weapons pointed at Shephard.

Ranger Clayton Jordan attempted to establish a dialogue with Shephard, while being coached by Officers Cathy Fontaine and Sergeant John Harasek via radio. Shephard intermittently responded and moved about the van's interior. Suddenly three shots rang out. Once the confusion settled and finger tension lessened on each trigger, it was learned that Shephard shined a flashlight out the window and pointed his pistol directly at USPP Officer K. Burchell, who was trying to maneuver in the darkened woods. Fearing for his life, Burchell fired three times, one of the rounds striking Shephard's dog in the leg.

Then, to add to the already strained situation, the park's radio system failed, which resulted in the loss of communications between Command, rangers, and the USPP SWAT Team for nearly a half hour.

Eventually Shephard responded to Ranger Jordan's relentless tries to communicate. However, once again, another shot rang out from the van. Miraculously, no one shot back, and Ranger Jordan tried to make contact again. Coached by USPP officers through his radio's earpiece, Jordan connected with Shephard, and negotiators capitalized on the moment. Shephard subsequently surrendered without incident to USPP officers one hour before his self-imposed deadline to take his own life.

As for me and those in my charge, it was a long 15-hour ordeal with a happy ending. Luckily no other incidents occurred in the park during this standoff. However, the seriousness of this event did serve to remind me that, with the increasing number of violent incidents in parks, we are indeed a thin green, grey and blue line in the wilderness.

Bob Martin is the Central District Operations Supervisor at Shenandoah NP, where he has worked for the last three of his eleven-year NPS career.

CREATIVE TRADITIONS, HOMESTEAD STYLE

"Have you done whittling all your life?" I unwittingly asked Mr. Powell. Without looking up from the wooden chain he was skillfully carving with a pocket knife, he replied, "Well, I don't know..I haven't lived it all yet."

To this self-taught artisan, whittling a chain, a cup or a bowl from a single chunk of wood comes easily, as it does for all true craftspeople who have learned to work comfortably with the skills they have acquired and the materials they use. The Homestead Days event held annually at Homestead NM in Nebraska, celebrates the creative traditions of the pioneer/settlement era, and the legacy of art, skill and utility that continues to be handed down from generation to generation.

Hundreds of hours of demonstration time have been donated by Homestead Days volunteers and park staff family members since the event began 14 years ago. During 1992's four-day event, thirty craftspeople demonstrated everything from blacksmithing to zither playing. As the "new ranger on the block," I fully enjoyed my first experience with Homestead Days, the monument's major special event of the year. Many of the volunteers return faithfully year after year to participate and, as I met them, I was impressed with their open interest and enthusiasm. The sharing of their time, talent and energy reminds me of the efforts made by prairie settlers who must have purposefully and often lovingly passed along the knowledge of these crafts and skills to the generations following them.

Some of the crafts demonstrated at Homestead have become popular once again in recent times, like the loom weaving which volunteer Avis Bishop has demonstrated every year since Homestead Days began. I was amazed that Avis could move her shuttle through the complicated patterns by memory. Other skills are less commonly known. Alene Endorf learned needlework netting from her grandmother, and later taught herself the more complex and lesser known craft of fillet netting, which requires stitching a fishnet pattern first, with a design pattern woven over it. This time consuming process requires great patience and attention to detail. Alene says that information on this type of needlework is scarce, and that the needles and patterns are hard to find. As I watched her work, I doubted that I could ever achieve such levels of concentration.

"I remember my uncles making rope, but I stayed away from it because it looked like work," says Charles Klamm who comes from Topeka, Kansas, each year. Charles started demonstrating the craft after finding a rope making machine at a flea market several years ago. He says all farmers used to have ropemaking machines, often homemade rigs, which were quickly discarded when store-bought rope became readily available and inexpensive.

Some demonstrators I talked with had made deliberate efforts



To this self-taught artisan, whittling a chain, a cup or a bowl from a single chunk of wood comes easily.



Some crafts have again become popular, like the loom weaving which volunteer Avis Bishop demonstrates.



Alene Endorf learned needlework from her grandmother.

to learn their crafts, prompted by the sheer artistic or historic appeal they represented. Such was the case with 80-year old Christine Janda, who demonstrates "pysanky," Ukranian egg decorating. Christine learned this craft and several others out of personal interest in the traditions of the many European settlers whose ethnic roots still strongly influence the cultures of the midwestern communities to which they immigrated from the mid-19th century through World War II. She was taught the colorful, detailed art of egg decorating by a Ukranian woman who fled the unrest of her homeland during World War II. At the same time, she learned that this woman came to the "middle" of the United States to seek refuge for herself and her children, with the intention that her husband would join them when it was safe. She never saw him again, and took to teaching her homeland craft and selling her decorated eggs to make a living. It was this skill she passed on to Christine, who now explains the history of the craft, its tools and dyes, as she demonstrates the careful melting of the wax in the "kistka," the tool used to draw the intricate patterns on the eggs.

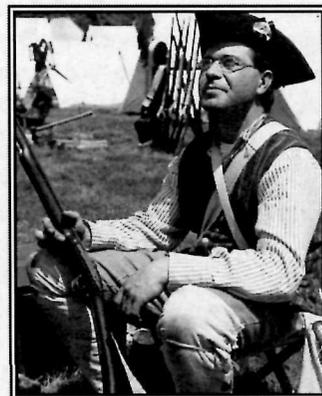
Homestead National Monument began the Homestead Days event in 1979 as an expression of its mission to commemorate the era of pioneer homesteading and settlement in the central plains. Thanks to the many hours of volunteer time, the event has become so successful that it has grown into a county-wide annual celebration. The Chamber of Commerce now sponsors a concurrent array of recreational and commemorative activities in the town of Beatrice which is 4 miles east of the monument. Visitors travel from across the state and region to participate in the monument and city events.

It seems to me that the pioneer spirit—which encouraged the application of creativity and invention to goals for survival, comfort and prosperity—is honored by the volunteer spirit of Homestead Days. The determination, ingenuity and individuality which characterized the creative traditions of the settlement era are expressed here each year, bringing the "presence of the past" to touch us during Homestead Days.

Becky Dahle is a ranger at Homestead NM.

Spirit of Vincennes Rendezvous

During the 1992 Memorial Day weekend approximately 450 volunteer Revolutionary War re-enactors converged on Vincennes, IN, to encamp on the grounds of George Rogers Clark NHP. The event was the 16th annual Spirit of Vincennes Rendezvous. It featured the



North West Territory Alliance, a group of highly enthusiastic military buffs dedicated to authenticity. Why did Revolutionary War re-enactors portray British redcoats, Indians and frontiersmen in southern Indiana? One of the most important battles of our War for Independence—the capture of British Fort Sackville by the Americans—occurred at the Wabash River post of Vincennes on February 25, 1779—a fact that still surprises many park visitors.

The North West Territory Alliance reenactment units include Virginia State forces, the British King's Eighth Regiment and Loyalist ranger units. Color ceremonies, equipment demonstrations, military drills and formal parades are among the numerous rendezvous activities. In addition, more than 100 craft and food booths authentic to the period operate on a large field adjacent to the park. Here visitors purchase muskets, knives, tomahawks, trade blankets, pottery, wooden implements and period clothing. When hungry they have a choice of food common to the period, including a plate of buffalo meat, corn-on-the-cob and biscuits.

A highlight for all is a stroll through the encampment of more than 300 military tents. The re-enactors, engaged in tasks related to everyday 18th-century camp life, encourage visitors' questions. The encampment becomes even more evocative as darkness falls and the scene is lit with campfires, candles and lantern while the sound of period music wafts on the night air.

According to William Potter, coordinator for the gathering, "All the members of our organization look forward to this event each year because of the historical significance of the site, the majestic nature of the massive Clark Memorial building rising over the Wabash River and the enthusiastic reception of the crowds."

Robert Holden

ARTS ALIVE

The arts are alive in Illinois! Housed in a red brick building, less than one block north of Abraham Lincoln's home, is a shop where past and present merge, a shop where visitors today enjoy the timeless pleasure of objects crafted for visual appreciation, as well as function. Hand-crafted items of every description are on display for sale in the Illinois Artisans Shop, a part of the Illinois Artisans Program.

In 1985, the Illinois State Museum started the program to foster creation and sale of fine arts and crafts in the state. The idea of a state program to promote crafts was influenced by then Governor James Thompson's concern for the future of traditional arts and crafts techniques. With a commitment from the top-level of state government, the Illinois Artisans Program supports high quality workmanship and provides exhibition space for Illinois artists. It actively participates in educating the public about the scope and possibilities of the arts in Illinois.

The Illinois State Museum Society manages three not-for-profit Artisans Shops. The first opened in 1985 in the "State of Illinois Center" in Chicago. A second opened in June 1990 at the Governor's mansion in Springfield. The Rend Lake Shop, in southern Illinois, opened in December 1990, and has 15,000 square feet of exhibition and sales space, a covered pavilion, and an outdoor stage to highlight both creative works and performing arts.

In January 1992, the Illinois State Museum Society met with the NPS to discuss the possibility of housing the Springfield Shop within the Lincoln Home NHS. It was agreed that the Artisans Shop would meet the goals established by the site's master plan, would provide visitors a broader understanding of Illinois resources, and would provide additional interpretive programming within the site. The master plan for Lincoln Home states that "a visitor should not only perceive the neighborhood as Lincoln knew it, but also that it is still a part of the living fiber of Springfield." Along with the reference to the dynamic nature of the site within the Springfield community, the master plan also recommends leasing structures to not-for-profit and professional organizations to remain an integral part of the community, not simply an oasis on the outskirts of downtown.

A visit to the shop at Lincoln Home provides an experience reflecting current cultural activities in the state and a tie to traditional art forms commonplace and necessary in Lincoln's time. The shop displays a diverse collection of fine arts in a gallery setting. Ceramics, reproduction furnishings, fiber arts, jewelry, hand painted china, sculptures, and oil paintings are among the items juried biannually and accepted on a consignment basis.

At Lincoln Home NHS, the restored 19th-century houses, the Lincoln family story, and the artifacts in the Lincoln Home itself all cultivate an interest in 19th-century material culture. The Illinois Artisans Shop provides information on traditional



A visit to the Artisan Shop provides an experience reflecting current cultural activities in the state and a tie to traditional art forms.



Illinois craftsman Richard LaBante with his work. Photo courtesy of Illinois State Museum.

crafts otherwise not available to the visitor anywhere else in the site. Shop manager Gloria Redemer sees visitors wander in and end up spending more than an hour browsing among the displays. Weekly craft and art technique demonstrations highlight artists' work and provide visitors with a step-by-step look at a medium or style. Traditional art forms are demonstrated with an emphasis on technique and modern renditions of older art forms. This perspective helps visitors learn how crafts have remained a dynamic and thriving part of today's highly technological world. Workshops and craft events are also planned as part of the public outreach program.

Operating under a limited concession permit since March 1991, the Illinois Artisans Shop has become popular with both visitors and local residents who enjoy arts and crafts. The program's commitment to quality and excellence in workmanship, product, and programming is consistent with NPS standards and a highly visible example of public service through the cooperation of government agencies.

Maureen Maxey is a park ranger at Lincoln Home.

MAESTRO OF THE FESTIVALS



Jude Rakowski hasn't always choreographed the cultural festivals for Indiana Dunes NL, but you would have trouble convincing many residents of Porter County. Her deft handling of the popular Maple Sugar Time Festival each spring, and the Duneland Harvest Festival in September, have made her a familiar and respected figure for thousands of visitors.

To the 250+ volunteers who help bring the celebrations to

life, the feeling is more akin to reverence. Said VIP Pat Scott, following a recent dinner for volunteers which ended up honoring Jude, "Many of the people are willing to volunteer...because of her. You want to help her make it possible, whatever goal she is trying to attain. She is an inspiration to us all."

In reality, festival planning is merely a sideline for Jude, whose principal duty is overseeing the operation of Chellberg Farm, the national lakeshore's restored turn-of-the-century Swedish homestead which serves as "backdrop" for the festivals and numerous other programs throughout the year. Whether plowing in the fields behind Lottie, the draft horse, conducting an environmental education program for a class of school children, or planning a birthday party for Adrienne, the farm's 1,000 pound celebrity hog, Jude is clearly in her element. For many visitors and for the park staff, she embodies Chellberg Farm. "There's no question," said Superintendent Dale Engquist, "that Chellberg Farm—with all the fine festivals and programs which have sprung from it—wouldn't be what it is today without the spirit, drive, and plain hard work of Jude Rakowski."

A native of St. Paul, Minnesota, Jude spent 18 years as a teacher in Wisconsin and suburban Chicago schools, before

Jude Rakowski plows the fields at the Chellberg Farm using a team of horses.



Children watch steam from the evaporator in the Sugar Shack, where sap is boiled down to make maple syrup.

starting with the lakeshore in 1979. She has been associated with Chellberg Farm and the festivals since then. "From management and staff, to volunteers and my husband [Alex], I have a tremendous amount of support," she says.

Begun in 1977 as the Annual Duneland Folk festival, Indiana Dunes' Duneland Harvest Festival has become one of the region's most popular cultural events. The fall celebration, along with the equally venerable (1979) springtime Maple Sugar Time festival, provide the stage for six weeks of environmental education programs during which thousands of school children participate in outdoor "harvest" and "sugaring" activities. Old time crafts are demonstrated, many of them unknown to or forgotten by visitors: shingles made the old-fashioned way, chairs caned as only those who restore furniture now understand how to perform this craft, and life lived in Voyageur encampments with all the complications and creative ingenuity that were part of that time.

These are only a few of the scenes that provide a glimpse of the way life once was lived in this area. Those who attend the events come away with a deeper appreciation of the work this way of life involved, thanks to the festival atmosphere at Chellberg Farm and its supervisor, Jude Rakowski.

"It works because there is a lot of help," she says.

Jack Arnold is the chief of interpretation for Indiana Dunes NL.



LEARNING BY DOING, PICTURED ROCKS STYLE

Because people learn best what they do themselves, interpretive programming at Pictured Rocks National Lakeshore has taken a new twist in the last few years. With regional Anishinabe (Ojibwa) culture an integral part of the park story, Lakeshore interpreters are conveying this rich indigenous American cultural history to visitors by way of traditional craft skills.

Lacking the ideal situation where local Anishinabe demonstrate their skills directly to visitors, seasonal interpreters and volunteer campground hosts have learned and are teaching skills such as porcupine quill and birch bark weaving, cattail duck decoy and doll making, and traditional glass beadwork.

Programs are presented in leisurely settings under large pine trees in campgrounds and at park headquarters. Once interpreters demonstrate the skill, materials are passed around to participants who then can craft their own masterpieces of dyed quillwork on birch bark or cattail leaf dolls.

Collecting supplies for these activities can be a challenge. Two summers ago, Lakeshore staff kept an eye out for dead porcupines along Upper Peninsula roads; birch bark was collected from downed and dead snags in the park. Cattails were cut with permission from state lands. Luckily this summer, bead work supplies are readily available from a local distributor here in the Upper Peninsula.

This spring, an Anishinabe elder from nearby Marquette held a training session for park staff to teach basic Anishinabe glass beading techniques. In addition to summer interpretive programming, the session encouraged several Lakeshore staff members to take up beadwork during weekly get-togethers.

Like the other skill presentations, the beadworking program involves an interpreter-host who assists participants with a traditional Ojibwa design pattern made of birch bark. They craft the beaded design on a piece of felt while the interpreter offers advice along the way. As visitors concentrate on stringing the tiny beads the interpreter then weaves stories which might have been told around campfires long ago. Regional Anishinabe history forms a thread which ties the program together. If, after the program comes to a close, visitors have not completed their design, the interpreter sends thread, beads, and a beading needle with them so they can finish the craft at home.

While these programs have not been attended by large numbers of visitors and local residents, those who have participated leave with a creation of their own making along with a better understanding of the "first people," the Anishinabe of the Lake Superior region.

Gregg Bruff is Pictured Rocks NL chief ranger.

The Year Of American Craft 1993

The Year of American Craft (YOAC) was first introduced to the crafts' community in 1986 through a New Jersey statewide event known as *All Join Hands*. It drew the interest of craft groups throughout the United States. Planning sessions for a year-long celebration began in 1989, and a national steering committee was organized. In June 1991 the American Craft Council agreed to provide sponsorship and infrastructure support for the activities of "the Year."

The Year of American Craft 1993 is Pan-American in scope. Ideas, suggestions and activities are being enthusiastically shared with coordinating communities in the Latin American and Caribbean nations and the Canadian provinces. With the diversity of these participants, "the Year" will explore craft as a form of cultural richness and thus pay tribute to the artistic diversity that exists among all peoples.

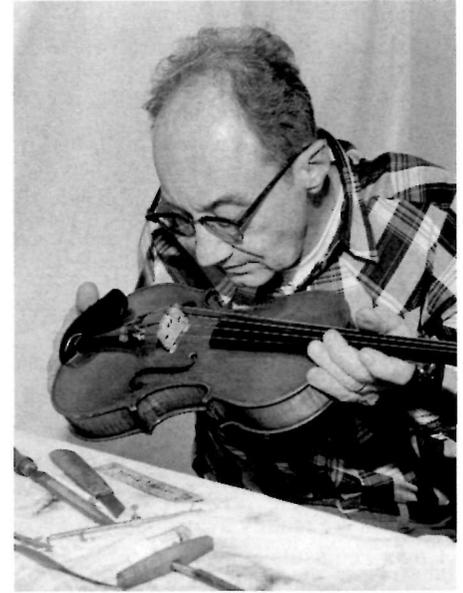
Although "The Year" officially is 1993, many plans are well underway and the momentum is building. Artisans, craft organizations, museums and galleries, educators, corporations, tourism agencies, media and other groups are participating. Each state has designated YOAC representatives who coordinate activities within their boundaries and in many cases generate projects statewide. Virginia will designate a "Living Treasure" to be selected by its Blue Ridge Institute and honored by its state legislature during 1993; the Wyoming Arts Council's annual report will salute YOAC on its cover and highlight the craftsmanship of its Native American artists; the Florida Craftsmen, Inc., and the Ohio Designer Craftsmen have scheduled an exchange exhibition of fine crafts—and these are only a few of the activities scheduled for the year.

In light of its long-standing tradition of preserving and fostering arts and crafts, the NPS is in a position to make invaluable contributions to YOAC 1993. Every national park has a craft component in the story it tells about America's past and could take advantage of "The Year" to focus on this important aspect of NPS programming. For additional information, including the names of state coordinators, contact: Hortense Green, American Craft Council, YOAC Office, 72 Spring Street, New York, NY 10012 (212/274-0630).

PRESERVING CULTURAL TRADITIONS AT THE CUYAHOGA VALLEY FESTIVAL



Square dance fun at the Cuyahoga Valley Festival.



Alex Zoltai inspects details of his fiddle repair. Photo by Gerry Simon.

A flock of geese landing in the marsh behind the barn were silhouetted in the night sky by a full moon rising above the trees. A friendly fog embraced the crowd of several thousand people settled on their blankets. The tents of the craft artists and the children's area were quiet and dark. All attention was focused on two musicians on the main stage playing a traditional Irish folk song. This was the culmination of another successful Cuyahoga Valley Festival.

The Cuyahoga Valley Festival is an annual three-day event featuring traditional music, crafts, and other activities, staged on a 45-acre site in Cuyahoga Valley NRA (CVNRA) in Ohio. A variety of musical styles are demonstrated through workshops and performances on six covered, outdoor stages. While the music, particularly the Friday and Saturday evening concerts, is a major draw, the event has multiple facets. A children's area features stewardship games and educational activities; recreation demonstrations highlight park resource use. Displays relate the nature of partnership organizations and park support groups, while food vendors offer a variety of local foods. A train even runs through the valley, transporting visitors to the site.

The Cuyahoga Valley Festival is a spin-off from the National

Folk Festival held at CVNRA in 1983-1985. When the successful National Folk Festival moved on, the park recognized the connection between such an event and increased public awareness and support. The Cuyahoga Valley Festival was born, with a tradition and a personality distinct to the valley in which it occurs.

The primary purpose of the Festival is the preservation of traditional music and crafts being lost in an age of modern influences and high technology. The selection of performers requires extensive research to assure high quality, uphold traditional standards and maintain interpretive value. Performers of local and national significance are represented. At any given time, polkas may be danced on one stage, while at another stage the haunting songs of a native American flute player fill the air. Impromptu jam sessions occur throughout the Festival, where musicians of different backgrounds and styles join, on common ground, in music and song. All performances are recorded and archived for future research and enjoyment.

The crafts area of the festival is limited to a dozen crafts people, who are invited to participate based on the quality and tradition of their craft in an age of mass production and "time fa-



A children's area features stewardship games and educational activities.

mine." Craft demonstrations incorporate the process of making the object, the knowledge of the artisan, and the relationship between the present and the past. Selections are made in conjunction with the Ohio Arts Council Master-Apprentice Program or are coordinated with others in the traditional arts field.

The importance of these traditions as a part of the artists' lives shine through in their demonstrations. Rita Tubalkain, knitter of Estonian mittens, describes how colors and patterns represented different regions and special occasions. Sharon Leary performs magic by lifting sheets of paper with marbled patterns out of a bath of seaweed extract. Clifford Hardesty culminates his demonstration with a crowd of musicians playing an Appalachian tune so he can illustrate how the fiddle he had crafted over several months time sounds when complete.

Several aspects of the Festival are unusual for NPS interpretive program planning and implementation. Publicity for the event is coordinated through a major public relations firm, which donates the services of two full-time professional staff to consult on publicity materials, advise on information distribution, and serve as liaison for media relations in northeast Ohio. A local cable television station provides equipment and staff to produce public service announcements distributed across the state for broadcast. Area radio stations assist in publicizing the event. The 1992 Cuyahoga Valley Festival included a broadcast on the National Public Radio satellite, which was picked up by several stations across the country from Seattle, Washington, to Cedar Falls, Iowa. Creative funding through private and public grants, and the significant involvement of the park's "friends group," the Cuyahoga Valley Association, and donations of services aid in the production of the event.

Presenting and preserving creative expression through music and crafts are the essence of the Cuyahoga Valley Festival. The festival serves as an important interpretive tool, furthering the NPS commitment to cultural preservation.

Andrea Irland is the Assistant Cuyahoga Valley Festival Director.

Generations On Display

Fifteen years ago, a few proud hill folks got a bright idea. They wanted to show others how they have lived, what they have enjoyed, and how they have spent their time working and playing during the years since settlement began in the Missouri Ozarks. The Big Spring Arts and Crafts Festival was born. Thanks to its organizers, it has been going strong for fifteen years, demonstrating the arts and crafts practiced for generations. What better way could there be for Ozark NSR to showcase Missouri's cultural heritage than to cooperate with the Big Spring Arts and Crafts Festival organizers.

The festival focuses on the "art" of everyday Ozark life. Since the beginning, cultural demonstrators have been an integral part of the festival. From the predictable to the unusual, these demonstrators have illustrated the ingenuity and creativity required to support a family on a shoestring. Quilters have enlisted the help of visitors to stitch up a new quilt made out of scraps of old cloths. Boat builders have demonstrated the skills necessary to make the wooden johnboat that navigated Ozark streams—for years a substitute for roads. Blacksmithing and coffin-making represent two very different but equally essential aspects of Ozark community life. These skills, learned from elders, have been passed down faithfully. They still survive because those who practice them see great value in continuing these traditions.

Storytelling and music common to the Ozarks illustrate the playful side of Missouri life. What better way to share the lifestyles and folkways of a region than by borrowing their stories to share with festival-goers? Better than any craft, stories contain elements of all aspects of a community's life. They serve as entertainment for those living far from city lights. So too does music. The bluegrass music and clogging lessons given at the festival engage the imagination of visitors and challenge their coordination!

Ozark National Scenic Riverways is enriched by the families and the artisans who continue the historic skills and crafts handed down for generations. Park staff work to support lifeways common to the Missouri Ozark individuals who settled land that reminded them of the places they had left behind in Kentucky and Tennessee. By working with dedicated people who, each in their own way, continue to maintain the vitality of the past, we at Ozark NSR keep alive the mission of the Riverways.

Peggy O'Dell

Remarks for Director Ridenour at the Provost's Lecture Series at Ball State University, Muncie, Indiana, October 23, 1992, on the topic "Turning Rhetoric Into Reality: Actions To Protect Our National Parks in the 21st Century"

Last year was the National Park Service's 75th anniversary; a time for us to see where we stood. Looking back, we could proudly see how far the agency had come since its birth. Looking forward, we could see a vision.

For the 21st century, I envision a National Park Service that has a well respected science capability, a continuing role as a model for park systems throughout the world and for environmental stewardship here at home, a continually improving staff primed to meet tomorrow's challenges, and a lead role in providing recreation opportunities for the public. To realize this vision, we must turn to the present.

Some say that presently the National Park Service's vision is myopic — that we haven't looked forward enough. To some extent this may be true; we are always tackling problems one fiscal year at a time, securing short-term revenues. However, through various recent initiatives, which I will touch on today, such as the National Park Service's 75th Anniversary Symposium and the National Academy of Sciences study of our science program, we're putting on a pair of eyeglasses with good, strong lenses to get a more clear vision of our future...

We do have immediate threats to our park system. Normally you'd expect me to talk about these threats as being water pollution, air quality, and overcrowding problems. However, today I'd like to focus on an equally menacing threat that is hanging over our parks. I refer to this threat as the thinning of the blood.

What I mean by this is that the National Park System is being diluted. Yellowstone, Yosemite, Acadia, Independence Hall — these are among the National Park System's most outstanding sites. Lately, however, we have been required to fund sites that are not nationally significant by members of Congress seeking to stimulate local economic growth, boost tourism in their states, and respond to constituency-related needs.

We have to protect the integrity of the National Park System. New additions to the National Park System and other projects we are asked to undertake, draw money from the same pot as our established parks. These actions are threatening to slide the American park system, the international model for similar systems throughout the world, into mediocrity.

Consider this — in fiscal year 1992, Congress asked the National Park Service to undertake projects of \$1 million for the Tad Gornley Stadium in Louisiana, \$1.8 million for Perth Amboy in New Jersey, and \$250,000 for the William O. Douglas Outdoor Center in California. None of these are units of the National Park System. The money from our budget that went into these projects could have been used to combat air and water quality problems, and address infrastructure needs at sites such as Everglades, which was hit hard by Hurricane Andrew last August...

...One example of us taking hold of our future is the new Heritage Partnerships Program. Heritage partnerships are formed to protect areas that exhibit significant and valued qualities of the American experience and provide important recreational, educational, and economic opportunities. These areas will not be owned or administered by the Federal government. They can only be created and maintained through strong local support and commitment. The interplay at the regional level between the resources and the local community distinguishes these areas from a traditional national park. Although this program will be funded in part through our budget, it provides an alternative to adding sites that don't belong to the National Park System. In the long run, this will save us money.

Innovative initiatives addressing the service's operations will help us realize our future vision. We also need to look more closely at our problems and see how to best resolve them. Hundreds of experts and interested parties from inside and outside the National Park Service got together at our 75th Anniversary Symposium to do just that. From that symposium, we developed an action plan.

The plan emphasizes a few areas the National Park Service should address. The first one is Environmental Leadership. We have the opportunity to lead by example in this area. We must foster and support partnerships with the private sector and at the grassroots level.

Another area is Organizational Renewal. Here we look to improve employee training and career development. This should raise the standards of service and prepare the agency's future leaders for the tasks ahead.

Lastly, the action plan echoes one of my own sentiments — the need for Scientific Research in Resource Management. When I became director of the National Park Service, it was clear to me that we could not successfully protect and manage the resources entrusted to us without having the quality information that an effective research program can provide.

To improve our research program, I asked the National Academy of Sciences to assess how research can best be used in the national parks. In their report, they outlined ten major recommendations. A task force was convened to determine how we can best implement them. Let me touch on a few of these:

First, the National Academy of Sciences suggested we seek a legislative mandate for research. Although such a mandate is not required in a legal sense, it would visibly commit the National Park Service to the need for research. To accomplish this, we are looking at a variety of possible legislative vehicles, including amendment to the Organic Act of 1916, which created the National Park Service and established its purpose. In doing this, I caution against anything that might dilute the power of the Organic Act. We intend to draft a general mandate for forwarding to Congress in January.

Secondly, the Academy urged the Service to strengthen and expand its support for research. We will encourage the use of parks for research that is compatible with our future vision, and we'll explore ways to undertake such a program.

The National Academy of Sciences also suggested that scientists

should be supervised by scientists so that quality control, peer review, and the best use of research resources can be ascertained by people who understand the needs of the field.

We favor this idea as long as park research contributes to the management needs expressed by the superintendent of each park. Priority will be given to those research projects that address the superintendent's greatest concerns.

Additionally, the Academy of Sciences urged the Park Service to seek a strategic funding increase for research. The task force and I believe that we should first focus on a rigorous assessment of our needs. Such an assessment can form the basis for budget strategies and can be completed by the end of next September.

Lastly, the Academy stressed the importance of good scientific information in making sound resource management decisions. We have long recognized this need and have already implemented an inventory and monitoring program in fiscal year 1992.

There are risks involved in making a strong move in the direction of research and science. There is the risk of becoming the battleground for the theories of extremists on either end of the environmental scale. The National Park Service has long been the nation's most admired Federal agency according to the Roper Poll. If we become immersed in continual acrimony over the interpretation of our research, we risk that high approval rating. I believe it is a risk worth taking but it must be done with the highest degree of objectivity and a great deal of sensitivity.

What we learn from our research is not only important for science. Educating park visitors is essential to their fuller appreciation and enjoyment of our park sites. We are improving our interpretive programs by using modern communications technology, integrating culturally and environmentally diverse viewpoints, and expanding our outreach efforts. At the same time, we hope to educate park visitors about negative impacts on the parks and what they can do to help us minimize these impacts.

We are leading by example in this area. Dow Chemical has joined with us to provide a new, thriving recycling program at six national parks and the National Mall in Washington, D.C. So far it has been a success; people are following our lead and recycling in our parks. We hope they'll take the practice home with them.

We are strengthening our role in managing our own business. Early last month we announced new regulations that will give us greater control over concession operations in our national parks. In the past we essentially had a government subsidized monopoly. This absence of competition had a negative impact on the quality of services and facilities provided to the public.

To remedy this situation, the new regulations limit the concessioners' preferential rights, which will increase competition. These regulations will also allow the National Park Service to define what is needed in a park rather than allow the concessioners to define what they are willing to provide. New concession management policies will also shorten the term of new contracts and increase the fees businesses pay the government for operating in national parks.

These increased revenues will ultimately be used to address problems in the parks such as our deteriorating infrastructure; I'm referring to the many facilities and roadways within the Park System that desperately need repair...

Infrastructure deterioration is a problem all over the country. In fact, the president proposed \$19.2 billion for highway spending in the fiscal year 1993 budget to address this issue.

Now, consider that the National Park System contains more than 360 sites encompassing more than 80 million acres and about 5,000 miles of paved roads. So it shouldn't surprise you to hear that we're facing a \$2 billion maintenance backlog. This need is being addressed through Interior Secretary Lujan's "Legacy 99" program, which will greatly reduce the backlog of non-road repair work for the park service by 1999.

To reduce wear and tear on park roads and facilities, we are encouraging park visitors to spread out and explore recreation opportunities on less visited parks and other public lands. This is what I call the blurring of the lines. The Bureau of Land Management, U.S. Forest Service, U.S. Army Corps of Engineers, U.S. Fish And Wildlife Service, and the National Park Service are all Federal agencies that manage Federal lands. We have all had to compete for scarce Federal dollars and sometimes our missions come in conflict with each other. These are the lines that separate us.

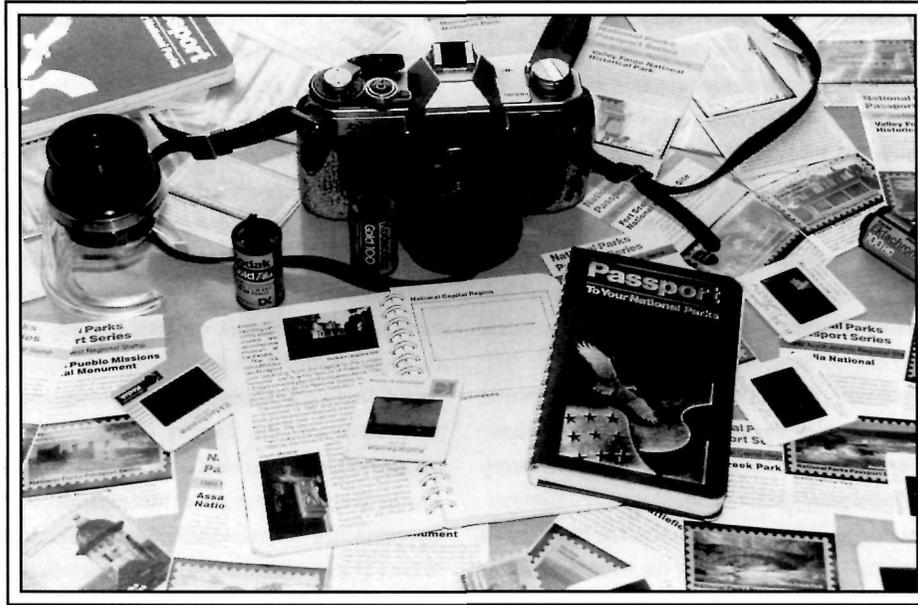
Lately, the public's increasing need for recreational opportunities has lead the other agencies to join the National Park Service in providing recreation areas. Overcrowding is a problem for our parks. With these agencies opening up other federal lands for the public's enjoyment, we expect that visitors will spread out and lessen the impacts on our park resources. Additionally, the bureau of land management and the U.S. Forest Service allow the use of recreation vehicles such as ORVs and recreation development such as ski areas that usually aren't appropriate on park lands.

By encouraging recreation on lands adjacent to parks, as opposed to, say, mining or timbering, we find both reduced impacts on parks and reduced conflicts with our sister agencies. We need to expand our thinking and work cooperatively with other agencies to encourage recreational possibilities on other lands. State and local programs manage some of the finest outdoor recreational and cultural resource opportunities in the United States.

The actions we take now will determine whether our visions materialize or become tomorrow's ghosts.

In 2016 the National Park Service will celebrate its 100th anniversary. Some of us may not be around for it, but those of you who are young students here will. Maybe one of you will become the director of the National Park Service. If that happens, I hope you are able to look back on the years between now and then, and see that our vision is no longer a vision but something tangible, something you can use as the foundation for your vision.

A Photo Challenge: Put Your Photograph in Thousands of Passports



1993 Passport To Your National Parks Photography Contest

sponsored by Eastern National Park & Monument Association

All National Park Service employees are eligible to enter until December 1, 1992

Winning entries will appear on the

1993 Passport To Your National Parks commemorative stamps

Guidelines for submissions:

- 1.) Images of National Parks hosting special events or anniversary celebrations during 1993 are encouraged. A brief statement about the celebration should be enclosed with the photographic image.
- 2.) Prizewinners will be announced January 13, 1993. Eastern National will pay the photographer \$500.00 for the winning photograph in each category. If the winning image is a National Park Service slide/transparency or taken on government time, Eastern National will donate \$500.00 to the photographer's park to support the interpretive program.
- 3.) Submissions must be received in Conshohocken by December 1, 1992. Photography will be accepted for each of the following categories: North Atlantic, Mid-Atlantic, National Capital, Southeast, Midwest, Rocky Mountain, Southwest, Western, and Pacific Northwest/Alaska regions.
- 4.) National Parks previously featured on Passport stamps will not be accepted. For a listing of those parks already featured, contact Dave Holt, Eastern National, 446 North Lane, Conshohocken, PA 19428.
- 5.) All submissions must be clearly labeled stating park name and image location; photographer's name; current park assignment, and mailing address; category submission. (Indicate on slide or transparency.)
- 6.) All submissions must be originals of reproduction quality: 35mm or 4"x 5" transparency.
- 7.) Eastern National will review all submissions and make final decisions. Images will be judged on quality, interpretive merit, and subject matter appropriateness. Lacking a suitable entry, Eastern National reserves the right to select a suitable photograph.
- 8.) Photographers agree that by submitting their work for review, Eastern National may use the winning photograph for the Passport stamp and promotional purposes. All submissions will be returned to the photographer; those images not selected for stamp reproduction will be returned to the photographer by January 31, 1993.
- 9.) Individual submissions are limited to ten (10) in any given category.
- 10.) Mail submissions to Dave Holt: Eastern National; Passport Photography Competition; 446 North Lane; Conshohocken, PA 19428. For information call (215) 832-0555.

NEWS & MOVES

After a 12-year absence from the Southwest Region, **Frank Deckert** has returned as superintendent of Carlsbad Caverns NP (NM).



He succeeds Wallace Elms, who retired after a 36-year NPS career. Deckert joined the Service as a ranger and district naturalist at Shenandoah NP (VA) and has worked at parks from Lake Mead NRA to Big

Bend NP (TX). While at Big Bend he authored an award-winning book about the park as well as a chapter for the Desert Southwest volume of the Sierra Club Guides to the National Parks.

The July/August issue of *Blue Ridge Country* features a cover photo of Blue Ridge Parkway ranger **Frances Radford** demonstrating how to spin freshly carded wool into yarn. The photograph was taken in front of Matthews Cabin at Mabry Mill located at Milepost 176 on the Blue Ridge Parkway (VA/NC).

More than 3,000 DARE officers from around the world attended the fifth annual National DARE Instructors' Conference in Kentucky this year. Representing the Park Service were **Mark Mosely** (Buffalo NR), **Trevor Smith** (Chickasaw NRA), **Beth Betts** (Yellowstone NP), **Lissa Collins** (Big South Fork NR & RA), **Frank Doughman** (Obed Wild & Scenic River), **Tammy Benson** (George Washington Carver NMem), **Janie Surac** (Cuyahoga Valley NRA), **Mary Ficker** (Ozark NSR), and **Rick Drummond** (Ozark NSR). More than 100 DARE vehicles and boats were on hand from different law enforcement agencies across the United States. The Midwest Region's DARE jeep and boat from Ozark NSR were two of ten vehicles on display at the conference site.

Jim Bellamy from Glacier NP (MT) assistant chief ranger to Great Basin NP (NV) chief ranger; **Alfred DeLa Cruz** from Bandelier NM (NM) supervisory park ranger to SWRO criminal investigator; **Jeffrey Denny** from Carlsbad Caverns NP (NM) ranger to El Morro NM (NM) ranger; **J. Keith Everet** from Mid-Atlantic regional historical architect to chief of the division of park historic preserva-

tion; **Gerald Godfrey** from Big Bend NP (TX) engineering equipment operator to El Malpais NM (NM) maintenance worker foreman; **Mary Martinez** from Jefferson NEM (MO) personnel actions clerk to Corps of Engineers clerk-typist; **Jeffrey Lee Patrick** from Edison NHS (NJ) ranger to Wilson's Creek NB (MO) ranger; **Willis Reynolds** from RMR maintenance mechanic foreman to Guadalupe Mountains NP (TX) facility manager; **Timothy Smith** from Forest Service to SWRO (NM) geodesist; **Katrina Szawarzinski** from Yellowstone NP (WY) seasonal to Knife River Indian Villages NHS (ND) maintenance division; **Sandra Underwood** from Mammoth Cave NP (KY) purchasing agent to Homestead NM (NE); **Gerald Wolfe** from Delaware Water Gap (PA) roads & trails foreman to Death Valley NM (CA) roads & trails foreman; **Vicki Wolfe** from Delaware Water Gap to Death Valley NM interpretation (Gerald & Vicki are a dual career couple).

Send announcement of upcoming moves to *Courier*, P.O. Box 37127, Washington, DC 20013-7127.

When **Ed Miller** retired in 1970 after a 20-year career with the Navy, little did he realize that he and his wife, Fran, would continue to travel. They're now ending a nine-month stay at Gateway NRA (NY). In 1970 Ed started working for a construction company in Asheville, NC, while earning a degree in civil engineering. He joined the Denver Service Center in 1980 as a contracting officer's representative.

Most national parks do not have professional staff to supervise planning and construction of roads, visitor centers and sewers. So they call on DSC employees. At Gateway, Miller monitored road construction at Floyd Bennett Field, parking lot improvements at the Jamaica Bay Wildlife Refuge and work at Breezy Point.

Miller and his wife generally don't know their next assignment until they are ready to leave one assignment for the next. However, once they pull into a park, they generally stay for several months. They drive two pickup trucks, one of which pulls the trailer in which they live when they can't find an apartment.

Miller's territory extends from Maine to Texas. When he joined DSC, Fran decided to join him full time. Until six years ago, she served as a volunteer in each park where they stayed. In Philadelphia, for instance, she was a ranger in Independence Hall; generally she has done whatever has been needed. Then, in 1986, DSC designated her its Volunteer-in-



the-Parks. Now, she assists with photo documentation, surveying, record keeping and clerical activities. Their trailer has its own office equipment. "I'll bet in 50 years when someone checks the files, they'll find all the documentation they need, since Fran is an excellent partner," Miller says.

The Millers left Gateway in mid-July to return to Asheville for a brief vacation before moving on again. They plan to retire in two years to their retirement home in eastern Tennessee where they own 280 acres of "beautiful wilderness." However, with the many friends they've made throughout this country, chances are they'll never really be alone.

Manny Strumpf

AWARDS

Rol Hesselbart, Education Specialist, in the South District of Shenandoah NP, has been chosen as "Interpreter of the Year" for the Mid-Atlantic Region. Hesselbart has been instrumental in establishing environmental education programs at Shenandoah. Rol will now compete with 9 other regional award winners for the 1992 Freeman Tilden Award, which will be announced in November. This national award recognizes outstanding contributions to National Park Service interpretation by field employees.

Robert L. Peterson received a Distinguished Service Award in recognition of his outstanding accomplishments as a manager of national parks and aircraft services for the Department of the Interior. First employed by the NPS as a ranger and later as a park manager,



he contributed significantly to the operations of national parks from California to Florida for 19 years. In 1987, he became the Director, Office of Aircraft Services, in the Office of the Secretary. Peterson observed

that "receipt of the Distinguished Service Award is an exhilarating experience. Clearly, I

owe a great debt to the Service. It is my viewpoint that the great honor inherent with the award really reflects a wonderful association with employees of the NPS and its mission. In recent years that has been reinforced by a similar relationship with employees of the Secretary's Office."

Former WASO NPS photographer **Fred Bell** received a Petersburg Heritage award "for fostering knowledge of the history of the Petersburg community."



The award was presented by the Historic Petersburg Foundation during its annual meeting in May. Bell was cited as instrumental in interesting the Petersburg Association for Preservation of Virginia Antiquities in helping save the Simpson watercolor collection and the 1818 Farmers Bank building. He also helped commission a number of drawings of lost local historic buildings, which were based on old photographs, drawings, and postcards; and interviewed people who lived in historic buildings or had knowledge of them.

Yosemite Park and Curry Company received the national 1991 Take Pride in America Award, an honor it also received in 1988. Its selection was based on a series of self-financed programs begun in 1974 to educate Yosemite NP visitors, employees, and area residents about the park's natural and cultural history as well as to encourage actions that would reduce environmental impacts on the park.

On June 18, Lieutenant Colonel Tom Akers made an unusual presentation to **Ozark NSR**. Recently returned from his second space shuttle mission, which successfully captured, repaired and deployed the Intelsat spacecraft, Akers had the small American flag and NPS patch he had carried with him during that flight incorporated into a plaque with photographs of the flight, including shots of Akers on the historic three-person space walk. During the presentation to Superintendent Art Sullivan, Akers recalled his days as a seasonal park ranger at Ozark and commented on the park's positive role in the community.

Gartner (Lou) Miller, a 25-year volunteer at Fort McHenry NM&HS (MD), recently received the Governor's 1992 Volunteer Award in a ceremony in Annapolis. Lou has volunteered in every division within the park, but is best known for his work with the Fort McHenry Guard, a living history group.

The Midwest Region's grants administrators have initiated an annual awards program for outstanding Land & Water Conservation Fund (LWCF) projects. The program emphasizes partnership activities. This year's winning projects—the **Cannon Valley Trail** (MN), **Lincoln Marsh Natural Area** (IL) and the **Fox River Trail** (IL)—made use of local funding, donations, non-profit groups, volunteers, partnerships between agencies, and innovative actions to meet special outdoor recreation and interpretation needs.

James Grasso

RETIREMENTS

Lawrence H. Eckert, Jr., Gettysburg NMP and Eisenhower NHS museum curator for more than 20 years, retired in August. He began working for the Gettysburg National Museum and Electric Map in 1939, which provided a close association with the Gettysburg area. In 1972, he transferred his ties to the National Park Service, merely continuing the long relationship he had with the park. During the past 53 years Larry has been closely connected with the famous Rosensteel collection of Civil War artifacts and, during the past 20 years, has overseen the museum collection at Eisenhower NHS. He helped develop the Gettysburg Museum of the Civil War, using the Rosensteel collection as its core, as well as plan and install other museum exhibits, including the display of the Gettysburg Address loaned by the Library of Congress. During the last few years Larry and his wife, Angela, have made significant donations to the collections at both Gettysburg NMP and Eisenhower NHS.

After 14 years as part of Carlsbad Caverns NP's administrative office staff, **Mary Brown-ing** has retired. Acting Superintendent Bob Crisman called her "a steady, dependable and professional worker, producing top quality work in all of her administrative assignments." She earned special achievement awards in 1982 and 1990, and was among those receiving a special group award in 1992.

SER Land Acquisition Officer **James F. Sewell** retired August 7. His federal service dates back to 1961, when he started with the Army Corps of Engineers in the Dakotas and Wyoming, later serving at Chamizal NM (TX). He has been with the NPS since 1967, beginning as a realty specialist, then serving as a land acquisition officer in four other parks. Acquiring land for the Big Cypress Preserve began in 1975 with 50,000 ownerships, and proved to be his greatest challenge.

Brushing at the wood shavings that perpetually cling to his clothes, Horst Remmling smiles, tips back his green NPS cap and quips with a German accent, "Anybody gotta cookie?"

"I really like my job," he says and winks at the seasonal carpenter standing nearby who hopes to replace Remmling upon his retirement. "You'll never be the best," he tells the seasonal. "There's always someone better. Do your best, though, and you'll learn from your mistakes. I made plenty of mistakes, so I learned more than everyone else."

Born in Dessau, East Germany, in 1930, Remmling has been employed as a woodcraft-er at Yosemite NP for close to 13 years. At age 62, he's decided to retire from the Service. "I want to retire. I'm ready to move on. It's time to give the young kids a chance. But I've had fun," he adds. "It's been the best time I've ever had in the States."

While living in Germany, Remmling developed his artistic talent working on spiral wooden staircases and heavy timber construction such as railroad stations and barns. Trained in the Amish style of tongue-and-groove and dovetail construction, Remmling's used his skills to help restore historical structures in Yosemite to their original beauty. Customized furniture, desk units and shelves are a specialty of this master craftsman. Some of his larger projects include construction of the interior of the Yosemite Valley courtroom as well as all the counters and display cabinets for the Valley Visitor Center.

"This job is never boring," Remmling claims. "The variety of projects keeps it interesting. There are so many different things to make. I've made redwood picture frames for the Park Service, which have been sent as far as Washington, DC. I've also built 200 pack saddles for NPS mules which Walt Castle (a retired NPS animal packer foreman) and I modified so they could transport larger materials." Another Remmling masterpiece is the beautiful 16-foot oak plank conference table which graces the Valley's Administration Building lobby.



A true artist, Remmling has crafted exquisite wooden pieces from blueprints, photographs and sometimes even magazine pictures. It took him two years of night school classes to develop the blueprint reading skills he never obtained while working in East Germany, from which he escaped in 1950. "You couldn't even tell your parents you were leaving," Remmling says. "They didn't want you to go, but I couldn't take it any more."

In 1951, his girlfriend, Gisela Schwartzkopf, also escaped. She joined Remmling in West Germany where the two were married. In 1952, they emigrated to the U.S. and settled near San Diego. "I didn't speak any English when I came here," he says, "but I was only seven days without a job and I've never been without a job since."

His first employment working for a carpenter in Southern California lasted 25 years. He then set up his own wood shop, which did well until an illness in the family forced him to step back and take stock of his life. "I had two houses and was ready to buy another when I had to rethink my priorities." Together he and his wife decided to close up shop, leave San Diego and start over again elsewhere.

Having spent many summers enjoying the beauty of Yosemite, he sought employment at the park in 1979. There were no permanent positions available, so he started out as a seasonal painter's helper living in Camp Six, then progressed to a semi-permanent position which he kept for several years. Eventually a permanent woodcrafter's position was created and Remmling had to compete with nine other applicants for the job he'd already performed for several years. He was selected though, and has been a permanent NPS employee for close to ten years. Remmling's wife was hired by the park's concessioner as a sales clerk, and she also just recently retired. The couple plan to return to Encinitas, CA, where Remmling will open a shop to continue the work he loves, and does so well.

"When they asked me what I was going to do with my free time," he laughs, "I told them the same damn thing I've been doing for 45 years...except not as much." One of his first commissions as a private contractor will be to build more saddles for the NPS.

Debi Drake

DEATHS

Jay Bright, 59, died August 30 during a business trip to Taiwan when a van he was riding in along with eight Taiwanese park staff members was washed off a mountainside in a typhoon. Jay retired as the manager of the Denver Service Center's Central Team in 1989 after 32 years of NPS service. He was known throughout academia, the private sector, and foreign organizations for his skill, innovation, persistence, and success in improving and maintaining the quality of the built environment in parks. He began his NPS career in 1957 as a landscape architect in the Richmond, VA, Region 1 Office, and received the Department of the Interior's Meritorious Service and Distinguished Service awards. He was a Life Member of E&AA.

Jay is survived by his wife, Beverly (3911 South Juniper Circle, Evergreen, CO 80439), two sons, a daughter, five grandchildren, and a sister. Contributions in his memory may be made to the Mount Evans Hospice, P.O. Box 2770, Evergreen, CO 80439.

Grover Earl Steele died July 5 in Lakeland, FL. His NPS career began at Lake Texoma in Denison, TX, and included stints in Organ Pipe Cactus and Saguaro NMs (AZ), Big Bend NP (TX), Rocky Mountain NP (CO), Appomattox Court House NHP (VA), and National Capital Parks-East (DC) where he served as superintendent until his retirement in 1970.

Steele received the Department of the Interior's Meritorious Service Award in 1968, and an Outstanding Performance Award in 1970. Following his NPS career, he and his wife, Kay, moved first to Virginia and then to Florida. He is survived by Kay (4444 U.S. 98 N., Lakeland, FL), three sons, a daughter, a brother, eight grandchildren and two great-grandchildren. Donations in his memory may be made to the American Cancer Society or to the Education Trust Fund, c/o E&AA, P.O. Box 1490, Falls Church, VA 22041.

E&AA member **Josephine K. Coleman**, 86, died of congestive heart failure August 11. Her husband, J. Walter Coleman, an NPS historian, died in 1975. Mrs. Coleman was a lifelong teacher, chapter president and founder of the American Association of University Women in Gettysburg, PA, and president of the Pennsylvania National Council of Catholic Women. She received *New York Times* recognition for her volunteer work.

Survivors include four children, seven grandchildren, and five great-grandchildren. Donations in Mrs. Coleman's memory may be sent to the Education Trust Fund, E&AA, P.O. Box 1490, Falls Church, VA 22041.

Dorsey Adams, 72, father of Mammoth Cave NP Chief of Interpretation and Visitor Services Michael Adams, died of bone cancer on July 21. Dorsey had served as a protection ranger at Hot Springs NP from 1963 to 1967, then as a realty specialist on the Ozark NSR project. He leaves his son, Michael, his wife, Kathleen (HCR 3, Box 872, Gainesville, MO 65655), two other sons, two daughters, and seven grandchildren. Donations in his memory may be made to the American Cancer Society.

Donald K. Guiton, 64, the first superintendent of Canaveral NS (1975-1984), died August 15, following a brief illness. He worked for the Park Service 30 years, serving at Yellowstone NP, Badlands NM, Bryce Canyon NP, Rocky Mountain NP, and Bighorn Canyon NRA. He was superintendent at Chickamauga and Chattanooga NMP before his appointment to the Canaveral superintendency where he worked with local groups involved with the seashore's planning, including providing the Kennedy Space Center with assistance in its environmental awareness studies. Survivors include his wife, Mary Clare (1145 Labrea Ave., Titusville, FL 32780), and three children. Donations in his memory may be made to the Education Trust Fund (E&AA, P.O. Box 1490, Falls Church, VA 22041) or to Oberlin College, Oberlin, OH.

LaDonne Schulman, 56, died of cancer August 12. She was the daughter of former NPS employee Paul Heaton. Dr. Schulman was a prominent researcher in advanced genetics at Albert Einstein College of Medicine. She was known for her work with transfer RNA. Dr. Schulman is survived by her brother, Cherrill Paul Heaton of Gainesville, FL.

Frank Catroppa, Sr., 82, suffered a fatal heart attack at his Philadelphia home on July 15. He was the father of SER Associate Regional Director for Administration Frank Catroppa.

MEMBER NEWS

SWRO retiree Jay Sahd is doing well following double by-pass heart surgery. Jay is home at last and determined to recover quickly, though he has a lengthy period of recuperation ahead of him. He and his wife, Twinsa, have appreciated the support of their many friends. Notes and get-well wishes may be sent to them at 1849 Tramway Terrace, Albuquerque, NM 87122.

George and Helen Fry have set up an annual \$1,000 scholarship in the Great Smoky Mountain Council for the outstanding Eagle scout in each year's class. The scholarship is intended for use toward the scout's college education. Donations to the fund may be made by sending a check to the Great Smoky Mountain Council, BSA Endowment Fund, designating support to the scholarship. Two of the Frys' sons were Eagle scouts, as well as one of their grandsons.

Joel Moyers, who retired in 1985 from the Death Valley NM superintendency, notified E&AA of his new address: 139 Freds Way, Gatlinburg, TN 37738.

Virginia (Ginny) Stark recently attended the Denver, CO, christening of her great granddaughter, who is also Len and Sharon Hooper's granddaughter. While in town, she also visited with Elizabeth Volz, and reported having had a "good ole gab fest" about the days when they were neighbors on the Blue Ridge Parkway.

FOUNDERS DAY 1992

The 1992 anniversary celebration of the founding of the National Park Service took place in Washington, DC, on Tuesday, August 25. The gala affair arranged by the 1916 Society of the E&AA was attended by 192 E&AA members and their guests in the beautiful Capital Ballroom of the Bolling Air Force Base Officers Club, thanks to the sponsorship of Major and Mrs. Bob Harrington.

A bountiful buffet with a variety of seafood and steamship round of beef, homemade desserts, wine, tea and coffee followed the



social hour. Warmth and laughter filled the hall along with pleasant background piano music by Steve Slipek of the Washington Office. After dinner, NCR Regional Director Bob Stanton opened the program segment with a gracious welcome. The Color Guard Unit of the National Park Police presented the colors, followed by the group recitation of the Pledge of Allegiance.

Because the 76th anniversary of the founding of the Service is also the 200th Anniversary of the laying of the White House cornerstone, former National Capital Region RDS Nash Castro and Manus J. Fish entertained E&AAers with anecdotes about their years caring for the White House. A recently released video on the White House provided another perspective on this important historical structure ("Legacy of Adventure" video available from James I. McDaniel, Associate Regional Director, White House Liaison, NPS 1100 Ohio Drive, SW, Washington, DC 20240).

The 50th anniversary of the building of Camp David, the Presidents' retreat at Catocin Mountain Park was another reason to celebrate this year, and E&AAers enjoyed a slide presentation by Catocin Mountain Park Superintendent J. D. Young, titled "50 Years at Camp David."

Special thanks for the fine program are due to 1992 Founders Day chairman Terry Carlstrom and E&AA Executive Director Terry Wood.

When all was over, the hour was late, but old friends lingered on to chat, to share, to laugh and to sing out... "See you next year, don't forget...Wednesday, August 25th, 1993."

Naomi L. Hunt

NPS CALENDAR*

- Oct 1** - Yosemite NP established 1890
- Oct 2** - North Cascades NP & Redwood NP established 1968
- Oct 4** - Dinosaur NM proclaimed 1915
- Oct 7** - Natchez NHP authorized 1988
- Oct 8** - Lake Mead NRA established 1964
- Oct 9** - Longfellow NHS authorized 1972
- Oct 11** - Big Thicket NPre authorized 1974
- Oct 12** - Frederick Law Olmstead NHS authorized 1979
- Oct 13** - Laying of the White House Cornerstone 1792
- Oct 14** - Timpanogos Cave NM proclaimed 1922
- Oct 15** - Guadalupe Mountains NP authorized 1966; Statue of Liberty NM proclaimed 1924
- Oct 16** - Ft. Point NHS established 1970
- Oct 18** - Biscayne NP authorized 1968; Congaree Swamp NM authorized 1976
- Oct 21** - Sleeping Bear Dunes NL authorized 1970
- Oct 22** - Roger Williams NMem authorized 1965
- Oct 23** - Fossil Butte NM & Cumberland Island NS established 1972
- Oct 25** - Effigy Mounds NM proclaimed 1949
- Oct 26** - Tuskegee Institute NHS authorized 1974; Gauley River NRA authorized 1988

*These dates courtesy of E&AA & NPCA

GEORGE WRIGHT SOCIETY SEVENTH CONFERENCE: PARTNERS IN STEWARDSHIP

The George Wright Society will hold its Seventh Conference on Research and Resource Management in Parks and on Public Lands in Jacksonville, Florida, November 16 through 20, 1992. The conference is hosted every two years by the Society. The week-long forum provides the setting for dialogue and information exchange among professionals in all fields of cultural and natural resource conservation.

"Partners in Stewardship", the theme of the conference, brings together historians, biologists, policy analysts, archaeologists, resource managers, economists, planners and others from both the private and public sector to examine critical questions about the future of protected resources in wildlife refuges, national parks, marine sanctuaries, wilderness, national forests and other lands and waters. Steven J. Gould, eminent paleontologist and author, is the keynote speaker. Other key speakers include historian Alfred Runte, who has written histories of both the national park and national forest ideas, G.W. "Tony" Bull, Director of Operations National Historic Sites, Canadian Parks Service, and Senator Gaylord Nelson, founder of Earth Day and now a counselor to the Wilderness Society.

The Society was formed by National Park Service employees in 1980 in the name of George Wright, a progressive thinker who used his own funds to start a scientific wildlife division for the NPS in 1930. His broad range of interests included national parks, and recreation and protected areas nationwide.

The Seventh Conference is co-sponsored by the U.S.D.A. Forest Service, the National Park Service, Environmental Protection Agency, the Bureau of Land Management, Smithsonian Institution, National Parks and Conservation Association, Nature Conservancy, the Wilderness Society, and the Duke University School of the Environment. Sessions include a variety of issues of concern to all resource agencies: Biodiversity; Historical Ecology; Native American Issues; Economic Valuation of Protected Areas; Biodiversity; Air Quality; Cultural Resources; Consumptive Uses; Global Change; Tourism; Changing Demographics; Tourism; Planning in the 21st Century, and others. This is recognized as official training by the National Park Service.

For registration and information contact Robert Linn or Dave Harmon, George Wright Society, (906) 487-9722. On-site registration will be available.



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WASHINGTON, in the Territory of COLUMBIA.

A PREMIUM

OF FIVE HUNDRED DOLLARS, or a MEDAL of that value, at the option of the party, will be given by the Commissioners of the Federal Buildings, to the person who, before the fifteenth day of July next, shall produce to them the most approved PLAN, if adopted by them, for a PRESIDENT'S HOUSE, to be erected in this City. The site of the building, if the artist will attend to it, will of course influence the aspect and outline of his plan; and its destination will point out to him the number, size, and distribution of the apartments. It will be a recommendation of any plan, if the central part of it may be detached and erected for the present, with the appearance of a complete whole, and be capable of admitting the additional parts, in future, if they shall be wanting. Drawings will be expected of the ground plans, elevations of each front, and sections through the building, in such directions as may be necessary to explain the internal structure; and an estimate of the cubic feet of brick-work composing the whole mass of the walls.

March 14, 1792. *tf* THE COMMISSIONERS.

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