



1986 ANNUAL REPORT  
NATIONAL PARK SERVICE

---

*Not like the brazen giant of Greek fame,  
With conquering limbs astride from land to land;  
Here at our sea-washed, sunset gates shall stand  
A mighty woman with a torch, whose flame  
Is the imprisoned lightning, and her name  
Mother of Exiles. From her beacon hand  
Glow world-wide welcome; her mild eyes command  
The air-bridged harbor that twin cities frame.  
"Keep ancient lands, your storied pomp!" cries she  
With silent lips. "Give me your tired, your poor,  
Your huddled masses yearning to breathe free,  
The wretched refuse of your teeming shore.  
Send these, the homeless, tempest-tost to me,  
I lift my lamp beside the golden door!"*

The New Colossus  
Emma Lazarus

---



**1986** ANNUAL REPORT  
NATIONAL PARK SERVICE

Printed at no expense to the federal government through the generosity of the  
**Eastern National Park and Monument Association**  
with the assistance of the  
**National Park Foundation**

*Dear Shareholders:*

*Anniversaries are a convenient time for reflection on the past and contemplation of the future. In 1986 we marked many anniversaries, among them the Statue of Liberty's centennial, the nation's 210th birthday, and the National Park Service's 70th anniversary. A landmark occasion was the inclusion of Nevada's spectacular Great Basin National Park into the national park system, after five decades of discussion.*



*Each such occasion has given us the opportunity to examine what we have done and where we will go from a new perspective. Collectively, they put me in mind of the theme we have chosen for 1987, the bicentennial year of America's Constitution: "Blessings of Liberty."*

*In my travels and conversations, I am constantly reminded that it is the special privilege of the National Park Service to serve as guardian of the tangible reminders of those blessings. We have been entrusted with the care of vital pieces of the natural and cultural mosaic that is our national heritage. And it is the accessibility of these priceless treasures that offers a unique opportunity to seek out – and find – the intangible glories that stir the awe and aspirations of all who come to share their majesty. These are the true blessings of liberty.*

*The Service and the parks it manages offer stunning diversity. Remote and rugged landscapes, lively, populous cityscapes, dramatic vistas, soaring monuments, quiet, gentle trails, and humble homes of ordinary people can all be found within the national park system. Rangers, maintenance workers, planners, secretaries, lifeguards, historians, research scientists, and night watchmen all serve a common goal, working for a common cause. By tradition, renewed with each new employee, the Service is specially blessed with a deeply committed, caring work force.*

*This system of parks represents the colorful, varied history of the United States and the continent where it was born and grew into worldwide influence. The cultural heritage is reflected in Indian archeological sites, black history sites, battlegrounds, bleak prisons, homes of the wealthy and influential and the poor and struggling. An incredible array of natural features, from the mighty canyon we call Grand to the delicate wildflowers above the Arctic Circle, are protected for future generations as well as our own.*

*In the Preamble to the Constitution where we find the phrase "blessings of liberty," we also find that the authors of that guiding masterpiece of the American way of life speak of "our posterity."*

*In the pages that follow, we in the National Park Service are taking the time to explain what has been done and what direction we are taking to assure that our posterity will perpetually enjoy the blessings of liberty.*

*We look forward to the comments and suggestions you may have for this and future years.*

A handwritten signature in dark ink, appearing to read "Robert M. Anderson".



When the National Park Service was created 70 years ago, its mission was clearly defined:

The service thus established shall promote and regulate use of the Federal areas known as national parks, monuments, and reservations . . . by such means and measures as conform to the fundamental purpose of the said parks, monuments, and reservations, which purpose is to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations (National Park Service organic act, August 25, 1916).

This annual report illustrates the support and dedication of thousands of employees and private citizens in achieving the Park Service mission.

## PROMOTING PUBLIC USE



AZTEC RUINS BADLANDS BANDELIER BENJAMIN FRANKLIN BENT'S OLD FORT BERING LAND BRIDGE BIG BEND BIG CYPRESS BIG HOLE BIGHORN CANYON BIG SOUTH FORK BIG

### INTERPRETATION AND EDUCATION

National Park Service programs are the heart of visitor services. Programs as varied as the parks themselves inform, inspire, and enliven park visits. In 1986 programs ranged from nature and history walks to sky interpretation. Public contributions to interpretive and educational efforts were invaluable. Volunteers-in-parks (VIPs), friends of the parks groups, cooperating associations, concessioners, private and corporate contributors, and a host of other supporters volunteered time, talent, energy, inspiration, and money to help park staffs provide quality visitor services. We've included just a few examples of the programs and public support that were offered last year.

Children's programs were a major part of interpretation. For example, performances at Wolf Trap Farm Park's Theatre-in-the-Woods introduced more than 90,000 young people to the performing arts through puppetry, storytelling, music, and dance. At Theodore Roosevelt Island in Washington, D.C., 7- to 11-year-olds had an opportunity for outdoor adventure and education as part of the eight-week Teddy's Kids Kamp program. A Junior Ranger program was established at Fossil Butte National Monument. This popular NPS program is directed at children ages 6 to 12 with the purpose of involving them and their families in activities to stimulate their interest in park resources. Of the more than 900 people who earned "Junior Ranger" badges at Fossil Butte last year, the oldest were in their 70s.

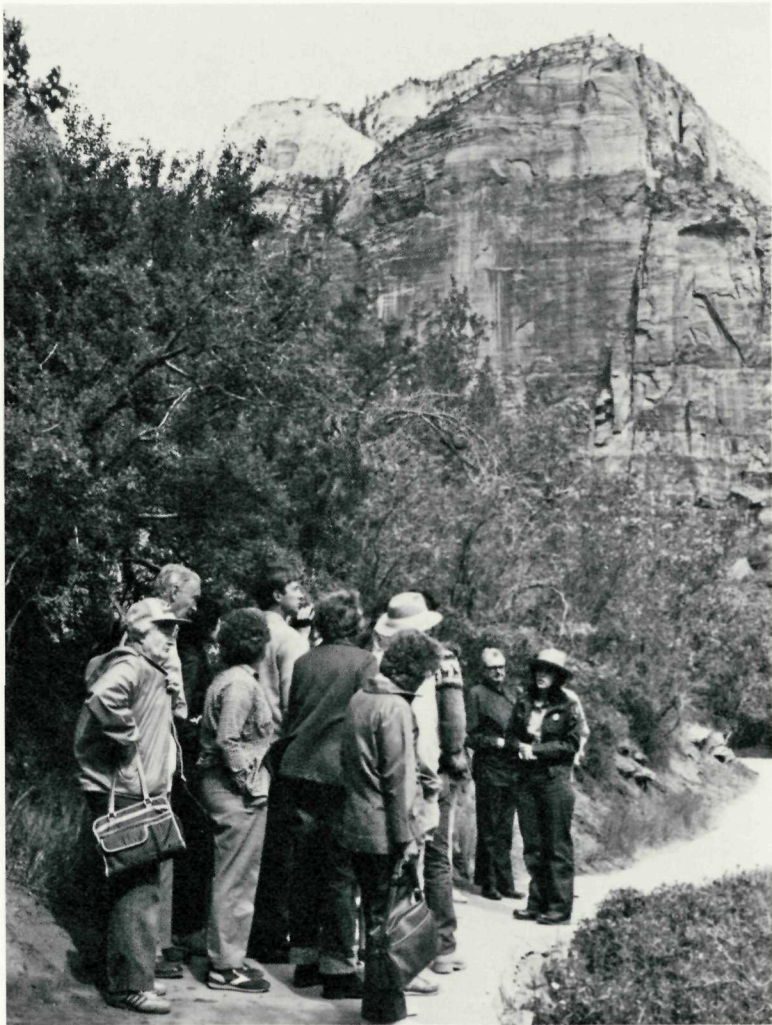
An extremely successful children's program is offered at Santa Monica Mountains National Recreation Area by a private nonprofit environmental education organization, the William O. Douglas Outdoor Classroom. Last year the WODOC provided nature programs for thousands of Los Angeles schoolchildren and community members. Many of these children were from inner-city areas and were visiting the countryside for the first time. The WODOC also sponsored activities

and events in theater, symphony, ballet, art, fly fishing, and ecology and put on the popular Babes in the Woods walks, designed for children 3 months to 3 years and their parents. The WODOC and the Boy Scouts of America developed trails for the blind and for wheelchair-dependent individuals.

New programs for senior citizens were also developed. Zion National Park joined the Elderhostel program, which gives older adults opportunities for one-week outdoor learning experiences at modest cost. Zion interpretive personnel, the park concessioner, and Southern Utah State College participated in three successful sessions last year. Elderhostelers stayed at Zion Lodge, attended classes at the nature center, and learned about area geology, plant and animal life, and history on guided walks and field trips and in evening programs.

Services to permit disabled visitors to enjoy interpretive and educational programs were expanded in a number of parks. Eisenhower National Historic Site introduced an orientation program with closed-captioning for the hearing-impaired, and Mount Rushmore National Memorial utilized two golf carts donated by a major corporation to shuttle mobility-impaired visitors to the featured attraction; the carts, which were operated by a volunteer organization of retired telephone workers, transported more than 35,000 visitors during 1986.

Living history programs are a popular interpretive attraction. Thousands of productions and other interpretive offerings sparked the interest of visitors in 1986. The annual candlelight tour of Fort Scott National Historic Site included some 70 people in costume portraying 12 different scenes reminiscent of the 1850s frontier. At Knife River Indian Villages National Historic Site a living history drama titled "Lewis and Clark among the Earthlodge People" was jointly sponsored by the North Dakota Humanities Council and the Knife River Indian Heritage Foundation, a local park friends group. The council provided



*Ranger Talk, Elderhostel Program - Zion*

the seed money for the drama, and volunteers contributed 4,000 hours toward the production. Another form of living history has been provided at Gettysburg National Military Park for a number of years. Here the Licensed Battlefield Guides, most of them retired veterans of the armed forces, conduct vivid two-hour tours of the battlefields. Last year these volunteers contributed 170,000 hours to the interpretive program.

Individual, corporate, and concessioner contributions aided in numerous projects in 1986. Ocmulgee National Monument opened its Discovery Lab, a hands-on interpretive and educational facility that was funded entirely by private contributions; the lab has proved extremely popular with local school groups. A private corporation donated funds to underwrite the production of 33 wayside exhibits at Mesa Verde National Park that interpret the native plants and their uses by the Anasazi Indians who lived in the region until the 13th century. The concessioner at Biscayne National Park provided a new glass-bottom boat to give nonboating visitors an opportunity to view the coral formations and sea life of this underwater park.



*Theatre-in-the-Woods Performance - Wolf Trap*

Exhibitory, audiovisual programming, and publications continue to be important means for telling park stories, and last year we designed and developed many new interpretive attractions. Everglades National Park was outfitted with a new fiber-optic display/exhibit model that demonstrates the flow of water through the Everglades during the summer and winter seasons. At Indiana Dunes National Lakeshore exhibits and activity spaces were created for the Paul Douglas Environmental Center, which incorporated aquatic environments and an exhibit with computer games to complement outdoor activities in the adjacent woods, ponds, and lakeshore. Two of the games were Build a Beast, which matches animal characteristics with those needed in particular habitats, and Year of the Mouse, which relates the events and hazards of a typical life cycle.

Along with the major interior exhibits, 58 wayside projects were completed, and another 44 were underway. Ten traveling exhibits were circulated to park areas. Three films were awarded CINE Golden Eagles — *Frederick Douglass: An American Life*; *Nez Perce: Portrait of a People*; and *Voice of a Cave* — and 60 additional audiovisual projects were finished. Some 14 million orientation minifolders were printed for distribution at 190 parks.

The focus of interpretive efforts at the end of 1986 was the year-long Bicentennial celebration, which will culminate on September 17, 1987. Programs, activities, and events that took place in 1986 and will continue until the fall of this year are highlighted in the Bicentennial feature of this report.

## INFORMATION

Getting the message to people is an ongoing challenge, and last year the Park Service developed new methods for increasing public awareness of

national parks, even those that are not well known. At Fort Laramie National Historic Site, for instance, an association donation permitted park managers to purchase a traveler's information radio station, which provided previsit information to thousands of people as they traveled nearby highways. Fort Clatsop National Memorial and Fort Vancouver National Historic Site participated in the filming of a video program about early Oregon for presentation in grade-school classrooms throughout the state. The video was coproduced by Oregon Public Broadcasting and the Oregon Historical Society.

Outreach programs, in which Park Service employees carry information about the parks into nearby communities, were also successful. For example, at Boston National Historical Park uniformed rangers visited schools, nursing homes, clubs, and historical societies to present slide shows and talks about the park and the Park Service. For the first time, rangers joined several bus tours coming into the city to provide interpretation about the park. Bryce Canyon National Park cosponsored a Tourism Day to promote the many attractions in southern Utah and inform the public about the major role the Park Service plays in tourism in the state.

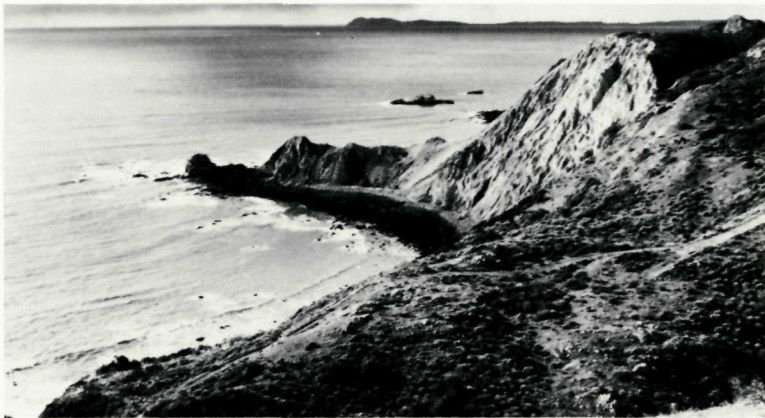
Information within the parks is dispensed in a variety of ways. At Independence and Valley Forge national historical parks and Gettysburg National Military Park local tourist bureau personnel work together with NPS rangers to provide one-stop shopping information to travelers. At Yellowstone National Park a biweekly magazine, "Discover Yellowstone," presents the summer interpretive schedule and articles about the park. Last year this periodical greatly increased people's ability to choose among the programs offered in the park.

We are always looking for ways to gain feedback from visitors about the programs and services we offer. Last year the Mammoth Cave National Park staff and concessioners cooperated in a Sharing Your Experiences

program, in which specially designed cards were handed out to encourage visitor comments on the quality of programs and services. The cards yielded valuable information for park management.

**SAFETY AND PROTECTION**

With a record number of visitors in 1986 — a 6.7 percent increase to more than 281 million recreation visits — one of our primary goals was ensuring safe and enjoyable park experiences. Park Watch, a major program started at Blue Ridge Parkway in 1982, gained popularity last year throughout the national park system. Park Watch asks visitors to help reduce theft, vandalism, and resource damage and respond to emergencies by calling 24-hour emergency numbers and informing park protection personnel about incidents they observe. The newly established programs at Golden Gate National Recreation Area and Point Reyes National Seashore contributed to a considerable drop in car burglaries in these areas.



*Point Reyes*

Staff exchanges are another way to extend protection services. Last year the parks in the Southeast Region began a new Loan Ranger program, which enables superintendents to call on nearby NPS areas for extra help during special events and peak visitor use periods. In all, 11 parks participated in the reciprocal effort, aided by the regional office ranger division and ranger staff and U.S. Park Police members from the Federal Law Enforcement Training Center.

Recreational safety is a major concern in parks, and a great deal of staff time is directed at reducing accidents and injuries. Safety classes for visitors, training courses for park employees and others involved in recreational services, and widespread information on how to reduce safety hazards are all part of this effort. In 1986 numerous activities aided in improved safety in the parks. At New River Gorge National River, safety training was coordinated by the park staff and presented to representatives of commercial rafting companies, the Amtrak railroad, local law enforcement agencies, and emergency medical services personnel. At Upper Delaware Scenic and Recreational River,



*Safety Patrol - Upper Delaware*



*Jackson Hole News*

*Heli-Rappel - Grand Teton*

safety patrols were coordinated and carried out in cooperation with other agencies and groups with similar missions, including the Upper Delaware River Safety Committee, the National Canoe Safety Patrol, and the 30 liveries holding commercial use licenses on the Delaware River; these efforts were recognized in a regional award from the National Water Safety Congress.

Although safety is stressed through training and a variety of information, accidents do happen and require that park staff be constantly prepared to offer medical and search-and-rescue services. Last year Grand Teton National Park began using heli-rappel and short-haul techniques for visitor rescue; these techniques were employed in six technical rescue missions and were instrumental in saving the life of a visitor with severe hypothermia. A number of parks established or expanded cooperative systems for emergency medical reporting and response. A 24-hour emergency service line was set up at Crater Lake National Park using the Jackson County, Oregon, dispatch. Glacier National Park instituted an advanced cardiac support service that permits response teams to get trailside medical advice from heart specialists more than 100 miles away. This system was made possible because Columbus Hospital and Kalispell Regional Hospital agreed to provide communications equipment and supplies (\$20,000 worth on permanent loan), to provide professional advice on a 24-hour basis, and to offer periodic emergency room refresher training to NPS staff. This program also saved several lives in its first full year of operation.

## DESIGN AND CONSTRUCTION

Designing and constructing facilities in parks is a major service to the public. Well-designed roads, trails, lodging, campgrounds, and interpretive facilities can contribute substantially to the enjoyment of park visitors.

Last year emphasis was placed on providing visitor facilities in park units added to the system since 1960. Facilities that were completed or under construction included the Dangling Rope marina in Glen Canyon National Recreation Area, beach facilities at Cape Cod National Seashore, a conservation education center at Indiana Dunes National Lakeshore, visitor centers at Jean Lafitte National Historical Park, Gulf Islands National Seashore, and Lowell National Historical Park, and interpretive facilities at Ellis Island and Fire Island National Seashore.

Another 1986 program focus was the removal of facilities from critical resource areas in parks. Two major projects progressed at Sequoia and Yosemite national parks. At Sequoia, where development will eventually be relocated from the sensitive Giant Forest area to nearby Clover Creek, work continued on the new utilities, roads, parking, and wastewater treatment plant. At Yosemite final designs were prepared for the relocation of headquarters, housing, and most commercial facilities out of Yosemite Valley and into El Portal.

Two special construction projects were the redevelopment of the public entryway to the White House and the renovation of the CCC cabin camp "Goodwill" at Prince William Forest Park. The White House project, which began last year, will create a park setting along East Executive Avenue, with benches, trees, shrubs, grassy areas, and a wide pedestrian entrance. More than 1.5 million people annually enter the White House from East Executive Avenue. The cabin camp renovation involved 35 of the 53 buildings to ensure safe and enjoyable use by local and regional schoolchildren. This work was particularly important for disabled visitors because ramps, handrails, accessible restrooms and water fountains, and hard-surfaced walkways were added to make the entire complex usable by wheelchair-dependent campers.

Projects for improved access and circulation in parks ranged from introducing new transportation systems to designing and reconstructing



*Cabin Camp "Goodwill" - Prince William*

access routes. The concessioner at Grand Canyon National Park inaugurated a new visitor transportation system in the South Rim area; this free shuttle system transported 2.2 million people in 1986, about 150 percent more than in previous years. Final designs were completed for the Nisqually to Paradise road at Mount Rainier National Park and the Soleduck Valley road at Olympic National Park. The Mount

Rainier road was field-designed to fit between the old-growth trees so that the road's character would be maintained and visitors would be afforded a leisurely drive through an established forest with impressive specimen trees. The design for the Soleduck Valley road reconstruction minimized cuts and fills and stressed the use of wood retaining walls and guardrails to maintain the feeling of being in the deep woods.

Two projects greatly improved access for the handicapped to features that can only be reached by boat. A rickety and deteriorated floating walkway leading to Rainbow Bridge National Monument in the upper reaches of Lake Powell was replaced with more than 1,000 feet of new steel and wood walkway incorporating handrails and seating/viewing areas. A fully accessible floating dock was constructed by the concessioner at Alcatraz Island as part of the maintenance and improvement program under their contract. The new dock, which permits much faster passenger loading and unloading, received an award from the governor of California.

## MAINTENANCE

Maintenance is a major aspect of yearly operations in the national park system. An estimated 4,700 work-years and 38 percent of the operating budget were spent in 1986 to maintain and improve facilities to meet the needs of visitors. An example of the maintenance work accomplished was the cave trail rehabilitation at Wind Cave National Park. This project involved removal of the old asphalt surface and construction of a new concrete trail. Asphalt and concrete loads weighing 50 to 60 pounds each had to be transported in inner tubes. The 12 crew members walked a total of 4,950 miles and carried more than 860,000 pounds of materials to complete the project. The result is a safer trail surface and one with much less potential for environmental damage.

Youth Conservation Corps, Student Conservation Association, Job Corps, and other cooperative work programs continue to make significant contributions to NPS maintenance activities. In 1986 a YCC crew constructed more than a mile of trail to the Harding Icefield in Kenai Fjords National Park and repaired other Exit Glacier trails; ten members of the Appalachian Mountain Club assisted the YCC crew in repairing the lower portion of the icefield trail. In the Skagit and Stehekin areas of North Cascades National Park SCA members finished campsite improvements at 65 sites. At Badlands National Park a cooperative program was established with a nearby Job Corps Center to receive maintenance assistance; at the end of the year the park had achieved a savings of nearly \$20,000 and one full-time employee.

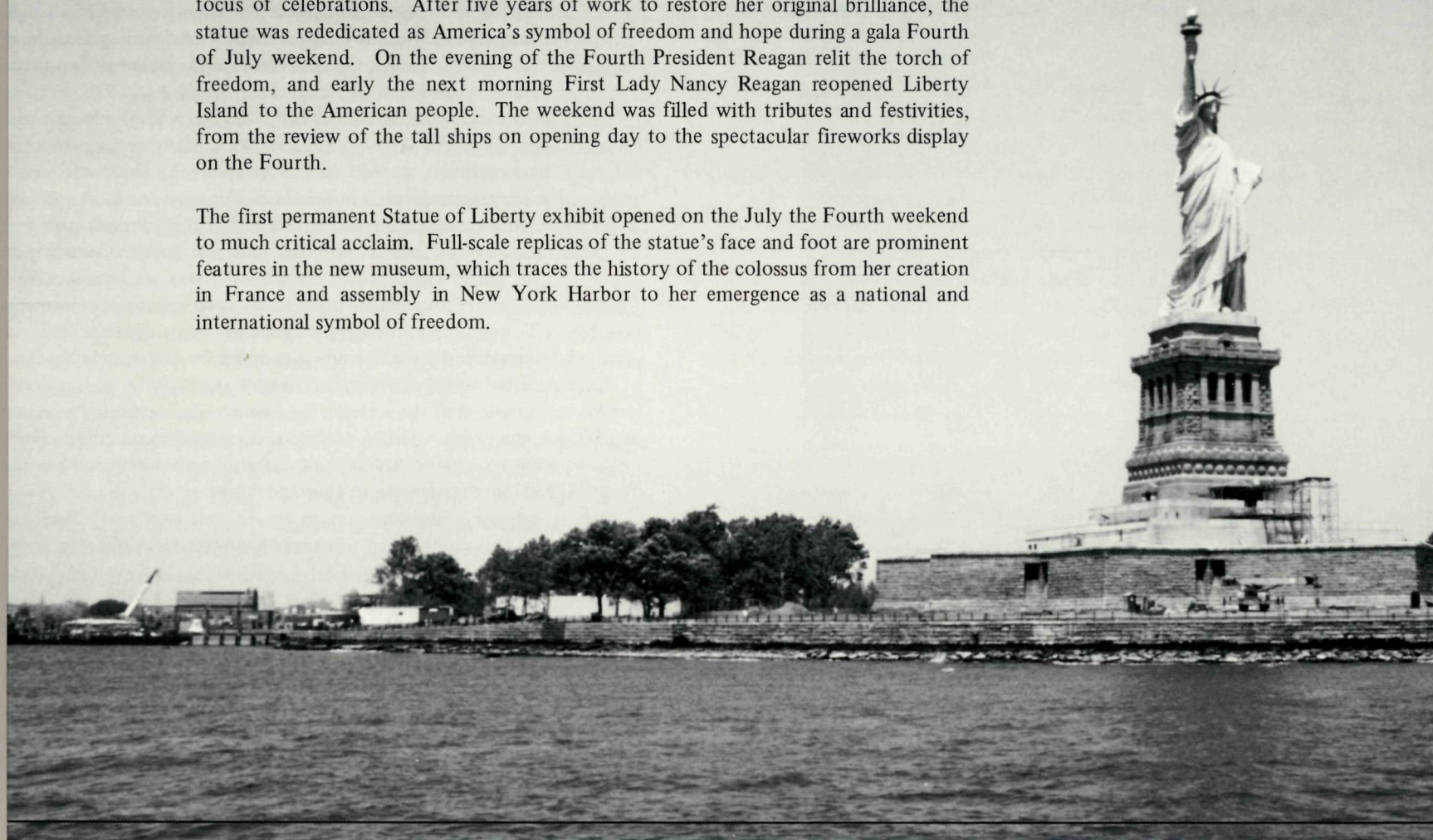
Citizen and community support made many park maintenance projects possible. For example, when the popular Pecos launch ramp at Amistad Recreation Area was made inoperable by the drop in the level of Lake Amistad, citizens from the nearby community of Comstock joined with park staff to extend the ramp. The community raised \$4,000 for the work. Other examples of valuable contributions by civic, community, and benevolent organizations are highlighted in the Take Pride in America feature of this report.

A new method of cooperative assistance has been established in many parks in recent years — using the services of people in work release and alternative sentencing programs. In 1986, under the Sheriff's Work Alternative Program in San Francisco County, park rangers supervised 300 people convicted of misdemeanors who were working off their sentences by doing needed park projects. These people contributed 10,000 hours of work valued at over \$120,000. Through Adventure Discovery, Inc., a contractor from Flagstaff, Arizona, the Arizona Department of Corrections provided young women volunteers who contributed nearly 11 work-years of help at Wupatki National Monument.



**SPECIAL EVENTS** Last year was designated the “Year of the Lady,” and the Statue of Liberty was the focus of celebrations. After five years of work to restore her original brilliance, the statue was rededicated as America’s symbol of freedom and hope during a gala Fourth of July weekend. On the evening of the Fourth President Reagan relit the torch of freedom, and early the next morning First Lady Nancy Reagan reopened Liberty Island to the American people. The weekend was filled with tributes and festivities, from the review of the tall ships on opening day to the spectacular fireworks display on the Fourth.

The first permanent Statue of Liberty exhibit opened on the July the Fourth weekend to much critical acclaim. Full-scale replicas of the statue’s face and foot are prominent features in the new museum, which traces the history of the colossus from her creation in France and assembly in New York Harbor to her emergence as a national and international symbol of freedom.



Parks throughout the region hosted visitors coming to celebrate the Year of the Lady. Federal Hall National Memorial provided a "Documents of Liberty" exhibit that included the original 1215 Magna Carta, the Dunlap Broadside of the Declaration of Independence, the Deed of Gift for the Statue of Liberty, and the original Emma Lazarus manuscript, "The New Colossus." Castle Clinton National Monument was redesigned and opened as the embarkation area for visitors to the Statue of Liberty, with new exhibits installed. More than 2 million people passed through the Castle Clinton visitor center between July and December.

On October 28th dignitaries from the U.S. and abroad joined to celebrate the centennial of the Statue of Liberty dedication in 1886. Participants included Francois Leotard, French minister of culture and communications, Armen Avedisian, chairman of the Statue of Liberty-Ellis Island Commission, James Baker, secretary of the treasury, Donald Hodel, secretary of the interior, William Penn Mott, Jr., director of the National Park Service, and Terry Moran, president of the International Council on Monuments and Sites. During the ceremony Secretary Hodel, Director Mott, and ICOMOS President Moran unveiled the plaque commemorating the Statue of Liberty as a world heritage site.



*Statue of Liberty Exhibit*



*World Heritage Site Dedication*



---

### January-February

On New Year's Day stetsoned rangers on well-groomed mounts joined the 1986 Rose Parade. Riders from Santa Monica Mountains National Recreation Area, Golden Gate National Recreation Area, Yosemite National Park, and the United States Park Police participated.

On January 15th the birthdate of Martin Luther King, Jr., was celebrated as a national holiday for the first time. A moving ceremony was held on the steps of the Lincoln Memorial, where King spoke the words "I Have a Dream" two decades earlier.



*Rangers in Rose Bowl Parade*

---

### March-April

The week of March 2-8 Fort Davis National Historic Site celebrated Women's History Week by recognizing the contributions of women in the opening and development of the American West.

Also in March parks from Golden Spike National Historic Site in Utah to Carlsbad Caverns and Guadalupe Mountains national parks in New Mexico held Halley's Comet watches. Lively and informative interpretive programs gave added meaning to the historic event.

In April a Coronado Borderlands Festival commemorated the rich culture that has flourished on both sides of the border since Coronado's expedition passed through the San Pedro Valley in the 1540s. Coronado National Monument cosponsored the popular event.

---

---

**May-June**

On May 25th Director Mott announced the National Park Service's Bicentennial of the U.S. Constitution program at a news conference at Independence National Historical Park. Independence will be the focal point for the national celebration in 1987.

On June 7th the third annual Cultural Day at Nez Perce National Historical Park attracted more than a thousand people for a day of celebrating this native American culture.

---



*Cultural Day - Nez Perce*



*July the Fourth - National Mall*

---

**July-August**

On July the Fourth thousands of people filled the National Mall in Washington, D.C., for a traditional celebration. The U.S. Army and Air Force bands and the National Symphony entertained the crowds, and the day was capped by a grand fireworks display.

On August 25th parks across the country celebrated the 70th anniversary of the establishment of the National Park Service. The Founder's Day dinner at Gaithersburg, Maryland, was attended by more than 150 people, including Director Mott and former Directors Conrad Wirth and George Hartzog. Director Mott quoted from a letter sent to the gathering by Horace Albright, second director of the Park Service: "I have been amazed by the fact that these treasured areas have withstood the onslaughts of civilization and are still in virtually the same condition that I first saw them seventy years ago."

---



*Conrad Wirth, William Penn Mott, Jr.,  
and George Hartzog at Founder's  
Day Dinner*

September-October

On October 8th Interior Secretary Donald Hodel, Congressman Tom Lantos, and other dignitaries dedicated a bronze plaque honoring Raoul Wallenberg, an internationally acclaimed freedom fighter during World War II. The plaque is on the block-long section of 15th Street between Independence Avenue and Main Avenue that has been renamed Wallenberg Place.

On October 27 a spectacular area in east-central Nevada was established as Great Basin National Park, the national park system's 49th national park.



Vietnam Veterans Memorial



Pageant of Peace

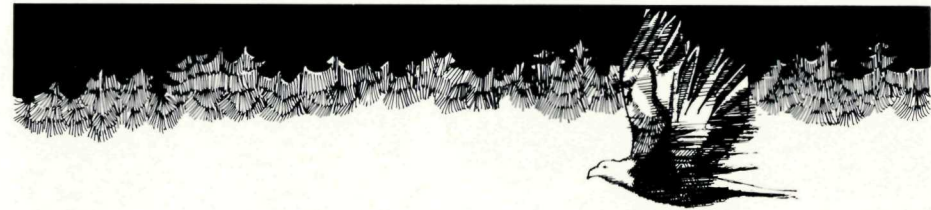
November-December

On November 11 the annual Veteran's Day observance was held on the grounds of the Vietnam Veterans Memorial. This solemn ceremony was attended by Senator John Warner of Virginia, Senator John F. Kerry of Massachusetts, Congressman Lane Evans of Illinois, actor Chuck Norris, and songwriter Glenn Garrett, who wrote a song, "Heroes in Black Stone," that was performed during the program. Jan Scruggs, president of the Vietnam Veterans Memorial Fund, was master of ceremonies. The ceremony centered around a massive 15- by 25-foot American flag fashioned from 58,102 red, white, and blue flowers – the number of names on the Vietnam Memorial wall.

On December 25th Christmas celebrations were held throughout the national park system. Luminarias and farolitos – "little fires to light the way" – flickered at Tumacacori National Monument, Hot Springs National Park, and other southwestern parks, guiding people to yuletide festivities. Eighteenth century decorations adorned the homes of early American leaders, including Hampton National Historic Site, Colonial National Historical Park, and Vanderbilt Mansion National Historic Site. Christmas on the frontier was re-created at Homestead National Monument, complete with taffy pulling and decorating the community Christmas tree. And in our nation's capital the Pageant of Peace included a dazzling light display, caroling with choral groups, brass bands, and bell ringers, and the lighting of the National Christmas Tree.

# CONSERVING RESOURCES

HILL GATES OF THE ARCTIC GATEWAY GENERAL GRANT GEORGE ROGERS CLARK GEORGE WASHINGTON BIRTHPLACE GEORGE WASHINGTON CARVER GEORGE WASHINGTON



## NATURAL RESOURCE MANAGEMENT

Natural resource management activities in the National Park Service range from evaluating mining activities in Alaska to controlling feral animals in Hawaii. Most projects take years to accomplish, and almost all require that managers, scientists, and other professionals monitor their efforts to ensure that they contribute to the long-term protection of the environment. In 1986, reclamation, recovery, and control projects were implemented in parks throughout the country to achieve that objective. As in all aspects of park management, interagency cooperation and the contributions of thousands of volunteers were critical to the success of these efforts.

**Threatened and Endangered Species Recovery.** Through active management and cooperation with the U.S. Fish and Wildlife Service, U.S. Forest Service, and numerous state and local agencies and organizations, the Park Service witnessed continued progress in the reestablishment of a number of threatened and endangered wildlife species. Peregrine falcon recovery was noted in many western parks. Young falcons were fledged from both wild eyries and hack sites in Dinosaur National Monument, Big Bend National Park, Yosemite National Park, and Colorado National Monument, among others. Through the assistance of the Peregrine Fund, Inc., some peregrine chicks were relocated and released in other parks to augment failing nests or reintroduce the species into historically used areas. Bald eagle reintroduction was also undertaken in several parts of the country. Staff at Gulf Islands National Seashore embarked on a long-term eagle reestablishment project at Horn Island, Mississippi. The project entails removing eggs from a stable population in Florida, hatching the eggs and raising the chicks at a research center, and releasing the chicks from a site on the island. Four birds were successfully fledged in 1986, and the number is expected to grow in 1987. A major part of the success of the project was the contribution

of more than 1,000 hours by 17 volunteers who assisted in the care, feeding, and monitoring of the young eagles.

Threatened or endangered species of sea turtles are thriving at Canaveral National Seashore because of expanded efforts to protect their nests from predators. Using inexpensive wire screens, last year employees were able to protect nearly half of the 3,300 green, leatherback, and loggerhead turtle nests. It is estimated that the program helped produce 135,000 hatchlings at a cost of only 22 cents per hatchling.

Other cooperative efforts to reestablish or protect threatened, endangered, or extirpated species included the reintroduction of bighorn sheep at Yosemite and Arches national parks and elk at Theodore Roosevelt National Park. Elk were also relocated from Redwood National Park to nearby Klamath National Forest in an effort to reintroduce them into a historically used area. Everglades National Park and Big Cypress National Preserve joined the Fish and Wildlife Service and Florida's Game and Fresh Water Fish Commission and Department of Natural Resources in establishing an interagency committee with the primary objective of preventing the extinction of the Florida panther. Only a few dozen panthers are believed to remain — most in the two park areas.

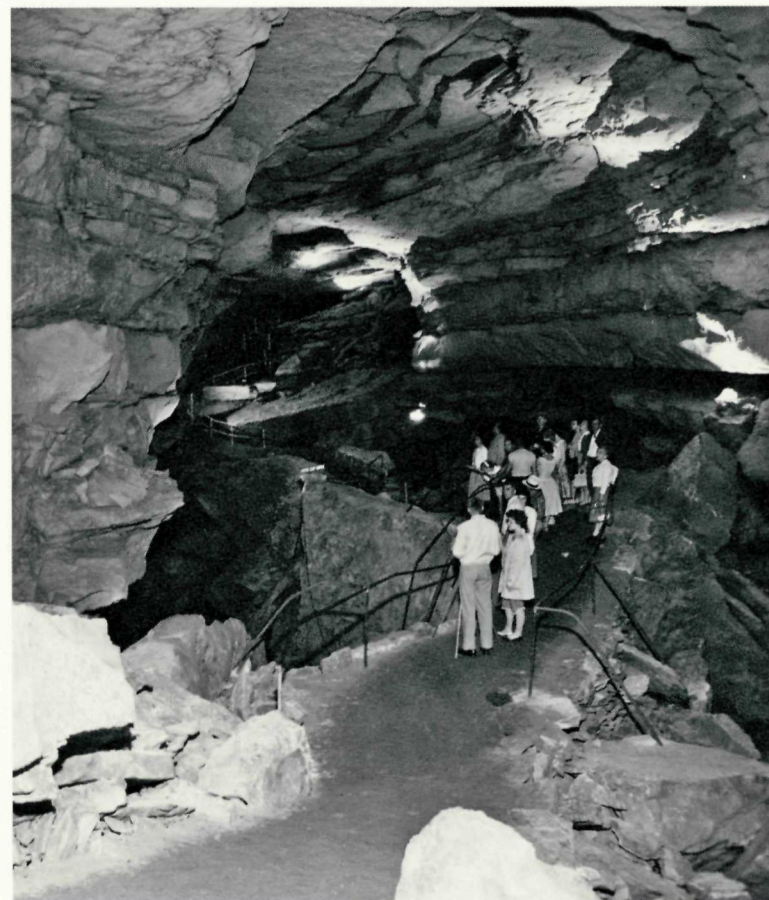
**Vegetation Restoration.** Vegetation restoration efforts were widespread. As part of the backcountry revegetation program at North Cascades National Park, 6,000 subalpine plants were raised in a greenhouse and planted at disturbed sites at Cascade Pass. In a similar program at Joshua Tree National Monument native plants were raised for rehabilitation of road construction scars; one volunteer contributed more than 650 hours toward this rehabilitation effort. Maintenance staff and volunteers at Lincoln Boyhood National Memorial planted 1,700 oak and hickory seedlings to begin the reestablishment of a hardwood forest like the one Abraham Lincoln knew in his youth.

The use of fire as a management tool for reestablishing native vegetation is being implemented in many parts of the country. A controlled burn was employed at Homestead National Monument last year to restore disturbed land to native prairie; the Homestead restoration project is one of the oldest in the country, dating from 1939. Whitman Mission National Historic Site undertook a number of revegetation projects in cooperation with Oregon State University that involved prescribed burns, grazing, mechanical manipulation, and other techniques. Last year almost 30 percent of the park was replanted into native grasses. The results of the program will have widespread applicability in other semiarid parks of the Pacific Northwest.

**Pest Control.** Pest control is a necessary part of vegetation management. Two projects in the Washington, D.C., area met with success last year. An agreement with local jurisdictions kept losses from Dutch elm disease on the National Mall to 2 percent of the total population, despite an exceptionally dry summer. To reduce the worst effects of gypsy moth depredation on oaks and other species, the Park Service continued its partnership with the Forest Service in implementing the integrated pest management program. The program depends on predator insect species and the application of viruses that affect only the gypsy moth, thereby minimizing the effects of chemical pesticides on the natural environment. Gypsy moth egg counts continued to go down on trees at Great Falls Park and Rock Creek Park in the National Capital Region.

**Water Quality Improvement.** Projects to protect or upgrade water quality in and near park system units continued in 1986. Friendship Hill National Historic Site, in a cooperative project with the Bureau of Mines, continued work on a pilot project designed to study the effects of an artificially constructed bog to treat acid mine drainage originating within the park. Mammoth Cave National Park received an appropriation for a regional sewage collection system that will protect

the world's longest-known cave formation from groundwater pollution. NPS research into solutions for the pollution problem was recognized by the Geological Society of America.



*Mammoth Cave*

## CULTURAL RESOURCE PRESERVATION

The cultural resource program made great strides in 1986. The Historic American Buildings Survey/Historic American Engineering Record Division documented 121 historic properties, including 48 in park system areas. Eleven NPS properties were listed on the National Register of Historic Places, and 53 new national historic landmarks were designated. As part of the Park Service's program of technical assistance, condition assessments were performed on 20 endangered national historic landmarks. Achievements in the archeological program included completion of the final rules for archeological preservation; creation of an interagency work group to improve public understanding of archeological work; and establishment of a clearinghouse for information about vandalism, to protect archeological sites on public and Indian lands. In addition, a number of important preservation efforts were initiated or completed.

**Historic Building Restoration.** Significant projects completed in 1986 included restoration of the Moore homestead cabin and numerous wood-frame commercial buildings in the Skagway Historic District of Klondike Gold Rush National Historical Park; restoration of the exterior of Frederick Law Olmsted's home at Olmsted National Historic Site; and rehabilitation of several overnight facilities at Olympic National Park, including the Lake Crescent Lodge, which won a governor's award for historic preservation in the state of Washington. Preservation work continued on the splendid Fordyce Bathhouse at Hot Springs National Park. A portion of the bathhouse will be rehabilitated to include visitor center facilities, and the remainder of the building will be restored to its 1915 appearance.

**Historic Property Leasing and Other Cooperative Ventures.** The Park Service is able to complete many important preservation projects through cooperative ventures with other public and private groups and

organizations. These ventures provide for protection and preservation of Park Service properties while allowing compatible contemporary uses. Last year property leases were signed for 10 major projects, including Old City Hall in Lowell National Historical Park, the wharves at Salem Maritime National Historic Site, and two Victorian-era houses



*Fordyce Bathhouse - Hot Springs*

at Cuyahoga Valley National Recreation Area. Valley Forge National Historical Park leased the Kennedy-Supplee mansion to a partnership that is converting it into a first-class restaurant; this Italianate villa is receiving attic-to-cellar rehabilitation as well as new fixtures, equipment, and period furniture.

Many parks are using other creative approaches to preserving historic structures. At Gateway National Recreation Area a resident vocational school on Sandy Hook is making \$1.5 million in improvements to several historic buildings, and the concessioner on Staten Island is working toward the preservation of the historic seaplane hangar at Miller Field. At Golden Gate National Recreation Area, which has more than 200 structures listed on the National Register of Historic Places, cooperative ventures are making possible the protection and maintenance of 53 historic buildings. As an example, the Fort Mason Foundation is responsible for the interior rehabilitation of the 12 historic structures that it manages; the foundation, through the activities of its 52 resident nonprofit organizations, has already spent \$2.1 million and is currently raising an additional \$7.5 million for further capital improvements.

**Collections Management.** An impressive achievement in the area of managing museum collections was made last year at Frederick Law Olmsted National Historic Site, where 1,200 historic architectural drawings were humidified, unrolled, flattened, and inventoried in preparation for cataloging and access by researchers. The work was facilitated by a \$100,000 matching grant from the state of Massachusetts to support conservation and curation of drawings from Olmsted parks in the state. This historic vault, where the Olmsted firm archived drawings in cubby holes that became overstuffed through the years, has been rehabilitated to provide state-of-the-art storage for the newly flattened drawings. In addition to processing the collections, the staff accommodated 1,000 research requests during the year.

**Historic Furnishings.** Historic furnishings can bring life to restored structures and contribute substantially to the effectiveness of interpretation. Over the years carefully conducted research has enabled the Park Service to accurately re-create a broad range of historic interiors, from the homes of presidents and statesmen to the cabin of an Alaskan gold miner. Among the 15 historic interiors developed in 1986 was the room at Eugene O'Neill National Historic Site where the prize-winning playwright created six of his best known plays. Plans were also prepared for the Fordyce Bathhouse, the historic Faraway Ranch at Chiricahua National Monument, and the Russian Bishop's House at Sitka National Historical Park.

**Military Artifact Conservation.** A large portion of cultural resource work is directed at preserving significant reminders of our military past. For example, last year, using donated funds, the Park Service restored two of the three historic flags that flew over Fort Sumter National Monument at the start of the Civil War. The preserved flags are now on display, and the Committee to Save the Flags is seeking contributions to preserve the third banner. At Antietam National Battlefield a cemetery headstone survey was conducted in cooperation with the Veteran's Administration to identify incorrectly inscribed headstones for possible replacement; in addition, battlefield staff, Youth Conservation Corps workers, and volunteers were trained to clean the headstones so that the inscriptions are legible and the stones are properly preserved.

**Federal, State, Local, and Private Cooperation.** The partnership between the Park Service, the state historic preservation offices, the certified local governments, and other concerned preservationists continued to be critical to cultural resource preservation efforts, particularly for the national historic landmarks and other National Register properties that are not managed by the Park Service. In Valdosta, Georgia, for example, Park Service assistance was combined

with program support from the National Trust for Historic Preservation and Valdosta community development agency efforts to produce a comprehensive historic preservation and revitalization plan that will guide economic development in the city's historic district. In Loudon County, Virginia, the Park Service participated in meetings with the county and a local developer to minimize the effects of a proposal to subdivide a 77-acre farm tract in the Waterford Historic District — a national historic landmark — into 1-acre housing lots. As a result of the meetings, the developer has considered modifications to the proposal that would respect the historic integrity of this early 19th century village, and the county has requested Park Service assistance in evaluating options for the land that would not jeopardize Waterford's landmark status.

Another example of the preservation partnership at work is the recent maritime initiative. Responding to a congressional request, the Park Service worked with the National Trust and the maritime preservation community to survey historic maritime resources and develop standards for their preservation. In 1986, using information provided by the South Street Seaport Museum, the International Congress of Maritime Museums, the World Ship Trust, the National Register, and the National Trust, the maritime partnership completed a computerized inventory of 206 preserved historic U.S. vessels. In addition, the Park Service prepared a national historic landmark theme study of World War II warships, which evaluated more than 50 vessels associated with the War in the Pacific and resulted in the designation of 22 of these vessels as national historic landmarks.

### LAND PROTECTION

Many efforts to extend land protection in and near park boundaries met with success in 1986. An additional 44 miles of the Appalachian

Trail were acquired, including a segment that runs through a spectacular gorge in Maine, which has been designated as a national natural landmark. Long Island in Lake Superior became part of Apostle Islands National Lakeshore; the 270-acre island is one of the last remaining habitats in the Great Lakes region for three endangered bird species — the piping plover, bald eagle, and common tern. New legislation for Acadia National Park established a permanent park boundary and provided for the long-term protection of the park's resources. The legislation was the result of nearly 25 years of negotiations between the Park Service, Congress, and the park's constituencies. At Pictured Rocks National Lakeshore, after two years of intensive negotiations between the Park Service, local governments, and private property owners, special zoning regulations were enacted for the lakeshore's inland buffer zone. Managers at Chattahoochee River National Recreation Area increased the park acreage along the river through two land exchanges; the Park Service traded 124 acres away from the river for 220 acres with river frontage.



*Appalachian Trail*



## “TAKE PRIDE IN AMERICA”

became a rallying cry last year, as thousands of citizens joined in efforts to restore and beautify our national parks and other public lands. Boy Scouts and Girl Scouts throughout the country completed hundreds of projects in national park system areas. Many of these projects involved cleanup in and along streams, rivers, canals, roadsides, and campgrounds. The largest single effort was conducted in Chesapeake and Ohio Canal National Historical Park. In a series of weekend camporees, more than 9,000 Boy Scouts volunteered nearly 90,000 hours to remove debris deposited along the canal and towpath during a devastating flood in November 1985. The canal cleanup saved the Park Service millions of dollars in maintenance and permitted the reopening of almost the entire length of the historic towpath. Other Scout projects included removing graffiti, painting picnic furniture, rebuilding bridges and fences, and scrubbing headstones. At Fort Smith National Historic Site, Scouts constructed a 300-foot trail; at Fort Union National Monument they volunteered 180 hours to stabilize an arroyo and help curtail erosion and potential flood damage.

Schools and school districts were important contributors to the Take Pride effort. Students in the fourth through sixth grades at Columbia Crest Elementary School worked in Mount Rainier National Park and on their adjoining school grounds in a mutual park/school cleanup campaign. A two-day cleanup campaign at Gateway National Recreation Area resulted in the removal of thirty 30-cubic-yard containers of trash and debris parkwide.

Park visitors were willing participants. At Ozark National Scenic River a donation permitted the park to buy 20,000 litter bags, which the concessioner handed out to canoeists floating the Current River. These visitors enthusiastically joined in the cleanup of a 19-mile stretch of the river, collecting more than 10 tons of refuse. At Point Reyes National Seashore trash bags with a Take Pride message were distributed to visitors to encourage them to pack out everything they packed in to the backcountry; the bags, which also included backcountry conduct and safety messages, were an immediate success.

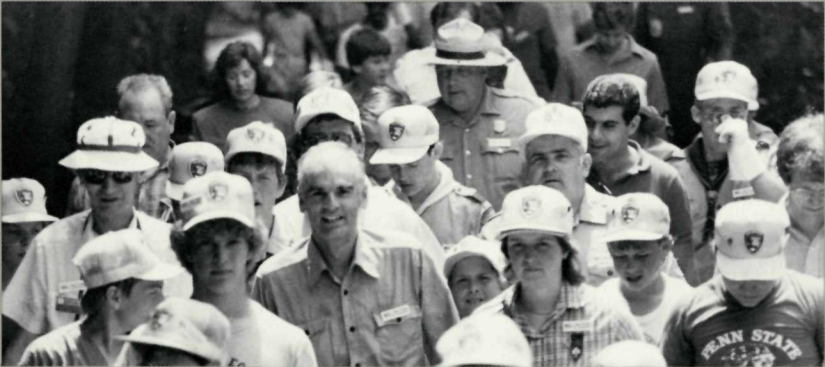
*“Together, let us take pride  
as Americans in the public  
lands and heritage that belong  
to each of us. Let us make  
them better because we were  
here.”*

*Secretary of the Interior*

*Donald Hodel, 1985*

Numerous organizations and school groups helped to publicize the Take Pride campaign and instill a sense of responsibility for public lands. In the National Capital Region a local printing firm donated Take Pride banners to be displayed at community and volunteer projects to help increase the visibility of the program. At Hubbell Trading Post National Historic Site local merchants and the Southwest Parks and Monuments Association donated prizes for a Take Pride photo contest for students attending schools on the Navajo and Hopi Indian reservations. Three school districts surrounding Craters of the Moon National Monument sponsored a poster contest with the Take Pride theme. At Chamizal National Memorial the Take Pride campaign was the focus of a radio broadcast from the Fourteenth Border Folk Festival. The broadcast was made possible through the cooperation of the El Paso Sesquicentennial Commission and National Public Radio, and it is estimated that it reached 1½ million people in 22 states; it was also taped by the U.S. Information Agency for possible use by the Voice of America.

At the year's end the spirit of the Take Pride in America campaign continued to grow and be reflected in parks throughout the country.



Secretary Hodel at C&O Canal Cleanup



Cleanup at Gateway



---

**THE PRESERVATION PARTNERSHIP** Historic preservation enjoyed a year of high visibility in 1986 as the National Park Service joined preservationists throughout the country in celebrating the 20th anniversary of the 1966 National Historic Preservation Act. This act formalized and lent vital support to preservation activities by establishing a National Register of Historic Places to list properties of national, state, and local significance and by authorizing an Advisory Council on Historic Preservation to comment on federally funded projects that could affect National Register properties.

Fundamental to the success of the National Historic Preservation Act was the development of a preservation partnership between federal, state, and local governments and the private sector. The act authorized the National Park Service to maintain the National Register, and it charged the states with coordinating and overseeing state and local programs related to historic preservation. The states were to establish historic preservation offices to administer preservation programs, and the Park Service was to provide funds and technical assistance in preservation activities. Together, the Park Service and the states were to identify and nominate properties to the National Register and to encourage protection of significant properties.

This was the basis of the preservation partnership, and it provided a mechanism to support the growing preservation movement in the country. Over the years individuals, groups, and agencies at the local, state, and federal level have joined in efforts to protect historic resources and preserve our past. In 1980 the National Historic Preservation Act was amended, and the Certified Local Government program was established to recognize community activities in the preservation partnership.

Today there are 57 state and territory historic preservation offices, nearly 300 certified local governments, and thousands of groups representing preservation causes. This network has made possible the listing of more than 45,000 properties on the National Register and more than 4 million properties on state inventories. In addition, since 1976, when federal tax incentives were established to encourage capital investment in historic buildings certified by the secretary of the interior, the Park Service has approved 16,000 projects totaling more than \$11 billion in private investment. Much work remains to be done, but the preservation partnership can reflect proudly on its accomplishments of the past 20 years.

---

VALLEY LAKE CHELAN LAKE CLARK LAKE MEAD LAKE MEREDITH LASSEN VOLCANIC LAVA BEDS LEWIS & CLARK LINCOLN BOYHOOD LINCOLN HOME LINCOLN LONGFELLOW

---



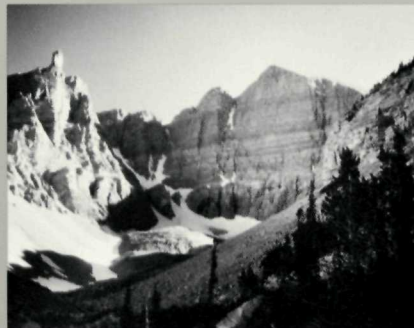
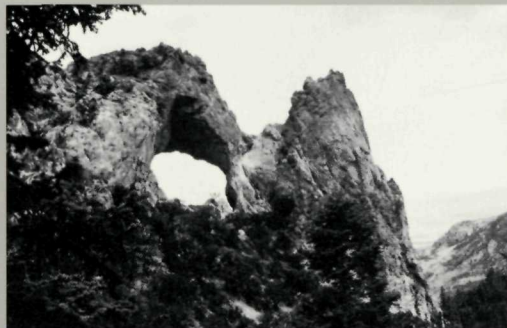
---

*North Patterson Street Historic District, Valdosta, Georgia - A Major Accomplishment of the Preservation Partnership*



## A NEW NATIONAL PARK

On October 27, 1986, President Reagan signed legislation that established Great Basin National Park in east-central Nevada. This 76,800-acre park encompasses a spectacular mountain range typical of the Great Basin physiographic province. Wheeler Peak and other summits along the crest of the range exhibit glacial geology not normally found in such southerly latitudes. Bristlecone pines, some more than 4,000 years old, grow in a number of locations. The former Lehman Caves National Monument has been incorporated into the new park and remains a centerpiece for the dozens of caves in the expanded area. Planning, resource management, and research efforts are already being formulated for Great Basin National Park. Highlights and accomplishments associated with this exciting project will continue to unfold in the coming years.



# FOR FUTURE GENERATIONS



MARY MCLEOD BETHUNE COUNCIL HOUSE MCLOUGHLIN HOUSE MESA VERDE MINUTE MAN MISSOURI MONOCACY MONTEZUMA CASTLE MOORES CREEK MORMON PIONEER

## RESEARCH AND TECHNOLOGY

Research and technology continue to provide new knowledge of natural and cultural resources and our interactions with them — knowledge that is critical to the long-term protection of parks. For example, the effects of ozone on pollutant-sensitive Jeffrey and ponderosa pines are being studied at Sequoia National Park. Ozone injury has been observed in pines on the western side of the park for more than 15 years; a survey completed last year recorded injury on 39 percent of the trees studied.

Research is also providing baseline data for planning and management. Crater Lake National Park is conducting a 10-year study of the lake's limnology; last year scientists found conclusive evidence that the bottom of the lake has hydrothermal vents, which may make the limnology of the lake unique. At Timpanogos Cave National Monument, staff and National Speleological Society members started a photo-monitoring project in 1986. Over the next five years they will take more than 10,000 photos to fully document present cave conditions so that future changes in the cave formations can be monitored and any damage from human use can be detected.

In recent years new technologies have greatly increased our abilities to manage resources and serve visitors. In 1986 the servicewide COMMON, NPFLORA, and cultural resource data bases were further expanded, increasing operational efficiency and providing important information to carry out resource management and administrative duties in the parks. The automated data acquisition systems for the air quality monitoring network also continued to be phased in; as of December, 17 of the 64 stations had been automated. The maintenance management system was implemented in a number of park areas. This system is designed specifically to meet the needs of the chief of maintenance in a park and can be adapted to work equally well

in large or small areas. When fully implemented, the maintenance management system will provide a comprehensive annual work program and budget for each park that details the funding, labor, equipment, and materials needed, recommends the most efficient course of action, and keeps track of periodic maintenance schedules. The system is projected to be in place by 1990.

Some special projects have been made possible by recent technology. In 1986 we completed the testing of an innovative computer system designed to count bats. The counting is done by freezing a videotape frame while a computer counts the objects in the frame; the system has the ability to count as many as 16 million objects in two hours. The possibility of using the system to count migrating wildlife and fish is now being explored. To assist managers at Voyageurs National Park, we developed a simple three-reservoir water model that represents the major drainage system of the park. This network model, when used with historical flow records, provides a useful tool for estimating lake levels and discharges. The model generates results from numerous alternative operating schemes and provides data to assess what operating changes are needed to protect the park's natural resources. This modeling tool can be readily tailored to any river system, and it produces rapid results.

In the area of cultural resource preservation, we continued to provide information and assistance concerning research and technological advances in the preservation of historic and archeological resources. The Preservation Assistance Division, using information compiled from a number of research and preservation projects, produced and distributed 12 new publications, including six leaflets describing innovative solutions to technical preservation problems and a handbook on successful strategies for rehabilitating windows in historic buildings.

## PLANNING

More than 200 park plans and studies were produced in 1986, ranging from detailed plans for specific developed areas to long-range plans for newly established parks. All planning is directed at achieving a balance between resource preservation and visitor use, and this requires extensive study and information gathering as well as sensitivity to the needs and interests of the visiting public. Public involvement is an integral part of NPS planning — 65 public meetings were conducted last year, and 12 publications were designed and produced specifically to encourage public comments. Through these and other means we are able to identify interests and encourage a consensus on the levels and types of services that should be offered now and in the future.

Proposals to achieve long-term resource preservation may involve a number of actions. Research and monitoring are normally recommended to ensure that any new threats or gradual increases in existing effects are detected and solutions found. Other actions may include active management of specific resources, land acquisition or exchange, and regulation of use. For example, the 1986 general management plan for Fredericksburg and Spotsylvania National Military Park proposed extensive earthwork preservation; a combination of clearing and reforestation to re-create the historic scene; land protection through scenic easements, cooperative agreements, zoning, and some fee acquisition of properties; and the establishment of carrying capacities in heavily used areas. Together with the proposals for improved access, circulation, and interpretive services, these actions will contribute to the long-term preservation of this famous Civil War site and to visitor appreciation of its significance.

Recognizing that national parks are part of a larger natural and cultural fabric, we frequently participate in regional planning efforts. Last year we provided extensive technical support to the special federal

commission charged with preparing a development and management plan for the East St. Louis addition to Jefferson National Expansion Memorial. The resulting plan, which proposes an attractive landscaped greenspace and historical museum in the addition, also calls for cooperative activities and funding in the management of the East St. Louis unit and revitalization of the surrounding waterfront. A special NPS study in southwestern Pennsylvania led to a congressional request that the Park Service participate in a regional planning effort to determine how the region's cultural resources might be preserved and developed to promote tourism. This nine-county area, which contains four national park system areas, also includes scores of historic sites representing America's industrial heritage. A Heritage Preservation Commission was established in 1986 to direct the planning effort, and the Park Service is currently providing professional and technical assistance.



*Franklin Works, Bethlehem Steel, America's Industrial Heritage Project*

## CONFERENCES AND SEMINARS

We participated in numerous conferences and seminars in 1986 to share information on critical resource issues, management and interpretation of resources, and design and development of visitor facilities and services. In July the Park Service and the George Wright Society sponsored the fourth Conference of Science in the National Parks, which focused on the role that science should play in managing and preserving park resources. In August a Park Service representative attended the 20th annual International Seminar on National Parks and Other Protected Areas. This gathering discussed park resource, preservation, and management issues common to all nations. In September Director Mott joined interpreters, naturalists, historians, guides, and administrators from national, state, county, and city parks, museums, and nature centers at the annual interpreters workshop. In November the Park Service participated in the annual conference of the American Society of Landscape Architects, where the design of urban gardens and greenspaces was the focus of meetings. In December the Park Service cosponsored the Window Conference for Historic Buildings in cooperation with the National Conference of State Historic Preservation Officers, the National Trust, and other federal, state, and private preservation organizations. The conference was the largest ever held in the U.S. on a single rehabilitation issue.

## TRAINING AND DEVELOPMENT

A dedicated and enthusiastic workforce is the key to the future of the national park system, and we are committed to providing our employees opportunities for professional growth and advancement. Last year we took steps to implement an expanded supervisory development program, a management studies program, a mid-level manager development initiative, and an incumbent manager

development program. The number of courses offered through NPS training centers was increased, and the curriculum was broadened to include courses on specific topics like wildlife management and minerals management.

Employee development is not limited to courses offered at the training centers. Field courses and workshops are held on a regular basis, hundreds of employees attend conferences in their fields each year, and exchange programs offer opportunities for employee growth. For example, Mount Rainier National Park held a series of "continuing education" sessions last year to promote employee morale and service to visitors, and the park's human relations committee put on a four-day seminar on supervisory skills and communications. Staff from John Day Fossil Beds National Monument helped plan and organize the first Conference on Fossil Resources in the National Park Service. This conference permitted park managers to compare management, protection, and interpretation challenges and to increase awareness of the responsibilities involved in managing paleontological resources.

During the year Director Mott met with NPS employees throughout the country to discuss their careers in the Park Service. These informal workshops provided valuable ideas and suggestions for employee development in the future.



12-POINT PLAN ACHIEVEMENTS

When the 12-Point Plan was announced in 1985, it challenged National Park Service employees to seek innovative solutions to problems, to rededicate themselves to helping preserve the best of our natural and cultural treasures, and to maintain the standard of excellence that the American people have come to expect. The plan provided the impetus for setting new goals, and we are now beginning to see the results of our efforts.

In March 1986, 32 actions were selected to begin the implementation of the 12 points. Since that time programs for each action have been developed at all levels of the Park Service. Some of the programs have been completed, and others are ongoing commitments that will take additional time. Our national achievements are briefly described here, but beyond the scope of these actions, thousands of other programs have been started throughout the national park system.

• • • • •  
1 2 - P o i n t P l a n

---

● **DEVELOP A LONG-RANGE STRATEGY TO PROTECT OUR NATURAL, CULTURAL, AND RECREATIONAL RESOURCES**

**1 Add Representative Natural Units to the National Park System**

In October 1986 Great Basin National Park was added to the national park system. In addition, we are working with Congress and interested parties to create a Tallgrass Prairie National Preserve. We have compiled a list of natural river systems that are suitable candidates for inclusion in the national park system.

**2 Create Usable Resource Inventories for Each Park**

A pilot program is currently being implemented to establish or augment baseline inventories and collect long-term monitoring information. Thirty-two parks have been added to the Park Service's computerized NPFLORA data base, bringing the total to 140. Approximately 5,500 cultural resource studies are being put on microfiche and made available to every park.

**3 Develop a Nationwide Systematic Resource Management Strategy**

The NPS regional offices are developing assessments and action programs for natural and cultural resources. The assessments will provide data on major resource management activities; adequacy of data, condition of resources, and severity of threats; lists of unfunded resource management needs; and major resource management issues.

**4 Identify and Remove Hazardous Wastes in National Park System Areas**

All parks have conducted initial surveys of hazardous waste materials, and programs are being developed to deal with problems of disposal. The Park Service is taking a holistic view of hazardous waste management that not only addresses the disposal of present waste, but also considers the problems of acquiring, generating, using, storing, and disposing of hazardous materials in the future.

**5 Improve Wilderness Management**

A wilderness task force report and recommendations were approved by Director Mott in December 1986. The "Wilderness Management" chapter of the NPS "Management Policies" has been revised and is being reviewed. A correspondence course for interagency wilderness management training is being developed. All Alaska lands that have been determined suitable for wilderness designation (18 million acres) are being studied, and draft wilderness recommendations and environmental impact statements are being prepared.

---

---

**6 Pursue Cooperative Agreements with Public and Private Land Managers, Owners, and Communities Near Park Units to Help Protect Their Resources and Values**

A memorandum of understanding on general planning and program coordination has been signed with the Bureau of Land Management. A similar memorandum of understanding is being pursued with the Forest Service. The Interagency Grizzly Bear Management Committee has taken a number of steps to aid in grizzly bear recovery and increase public understanding of the efforts being directed at this objective.

**7 Reaffirm the Principles of the National Historic Preservation Act on Its 20th Anniversary**

In recognition of this anniversary, a report entitled the *National Historic Preservation Act and the National Park Service* was published, along with special issues of *Preservation News* and the *CRM Bulletin*. The *Secretary of the Interior's 20th Anniversary Report*, which summarized the accomplishments of the historic preservation program and recommended future programs and activities, was sent to Congress.

● **PURSUE A CREATIVE, EXPANDED LAND PROTECTION INITIATIVE**

**8 Complete and Implement the National Park Service's Land Protection Initiatives**

Of the 187 required land protection plans, 175 have been cleared by the assistant secretary for fish and wildlife and parks, five have been returned to regions for additional information, and seven are underway as elements of ongoing general management plans.

● **STIMULATE AND INCREASE OUR INTERPRETIVE AND VISITOR SERVICE ACTIVITIES FOR GREATER PUBLIC IMPACT**

**9 Employ New Outreach Tools to Communicate with the Public about National Parks**

Major wayside exhibits on air quality have been constructed or are being prepared for seven park system units. Interactive videographics were installed in visitor centers and contact stations in Alaska to provide information to visitors before they reach units of the national park system.

---

---

**10 Help Celebrate the Bicentennial of the Constitution**

The Park Service, with private support and in close cooperation with the Commission on the Bicentennial of the United States Constitution, is presenting special programs at all national park system areas during the year leading up to the September 17, 1987, anniversary.

**11 Start Preparations to Commemorate the 500th Anniversary of Columbus's Voyage**

In 1992 the United States and several other nations will commemorate the 500th anniversary of Christopher Columbus's first voyage to the New World. A list of parks associated with Columbus's voyage has been compiled, and projects are being developed for the celebration.

**12 Update Interpretive Media throughout the National Park System**

A system has been developed to set priorities for the rehabilitation of major interpretive exhibits, and a plan is being developed to schedule the work. High-speed ADP equipment is being used for exhibit and publication design, audiovisual production, construction, and other activities. A new 70 mm slide projection system is being developed to replace many of the existing 35 mm slide shows and films. The wayside interpretive program is being improved by experimenting with a four-color silkscreen process with colorfast inks to replace photographs.

● **SHARE EFFECTIVELY WITH THE PUBLIC OUR UNDERSTANDING OF CRITICAL RESOURCE ISSUES**

**13 Integrate Research, Resource Management, Interpretation, and Public Information Efforts**

A task force has been assigned to develop a program for integrating natural and cultural resource information into interpretive programs and visitor services. Standardized wayside exhibits have been developed to explain resource management practices to the public; subjects include meadow restoration, wildlife feeding, safety, and fire management. Three interregional workshops for resource managers and interpreters have been held since February 1985. A task force on acid rain has developed a plan for a servicewide interpretation and public information program for fiscal year 1988. The director has designated 1988 as the "Year of Clean Air."

---

- **INCREASE PUBLIC UNDERSTANDING OF THE ROLE AND FUNCTION OF THE NATIONAL PARK SERVICE**

**14 Reemphasize the NPS "Management Policies" as the Basis for Decision Making**

The "Management Policies" are being reviewed and revised; the work is about two-thirds complete. The policies should be available for public review before the end of 1987. A new brochure, "Parks, Etc.," was written and made available to the public in the fall of 1986. The brochure explains park nomenclature to the public.

- **EXPAND THE ROLE AND INVOLVEMENT OF CITIZENS AND CITIZEN GROUPS AT ALL LEVELS IN THE NATIONAL PARK SERVICE**

**15 Enhance the Protection of Parks as Part of the U.S. Public Lands System through the Take Pride in America Program**

The Park Service has been actively involved in promoting the success of the Take Pride in America program. A traveling Take Pride exhibit has been developed and circulated, and a series of TV announcements on the Take Pride program has been developed and broadcast. More than 20 special Take Pride awards have been given to private entities since June 1986. The Park Service has also helped develop a Boy Scout patch, which is awarded to Boy Scouts who complete Take Pride projects on public lands.

The Park Service won the National Advisory Council Award from Keep America Beautiful, Inc., in 1986 because of achievements during the Take Pride in America program. In addition, three of the four federal awards for the Take Pride program were given to the Park Service.

**16 Establish a Blue-Ribbon Panel to Examine NPS Policies about Natural and Cultural Resources and to Recommend How These Policies May Be Improved**

Pursuant to the Federal Advisory Commission Act, procedures are underway to establish a blue-ribbon panel. A charter and task directive have been drafted, based on the 12-Point Plan. The proposal to establish the panel is currently being reviewed by the Department of the Interior and the General Services Administration. We look forward to convening the panel in late 1987.

---

---

**17 Establish a Citizens' Friends Group for Each Unit of the National Park System**

A national workshop entitled "That's What Friends Are For" has been held to support NPS efforts in establishing citizen support groups for the parks. Technical assistance materials are being assembled, and a network is being established within the Park Service so that parks will be able to get current information and ideas on friends groups.

● **SEEK A BETTER BALANCE BETWEEN VISITOR USE AND RESOURCE MANAGEMENT**

**18 Improve Our Knowledge of Visitors to National Parks**

A short survey form has been designed to identify visitor activities according to location, length of stay, and type of visit; visitors will be surveyed at 40 different units each year. A research program is being developed to explore topics such as park and community interactions, the balance between visitor use and resource management, needs of special populations in parks, the changing structure of the family and its implications for park visitors, social science training, and the National Park Service as an organization. A pilot program will begin in 1987.

**19 Minimize the Potential Disturbance of Park Visitors' Solitary Experiences by Motorized Recreational Activities**

We are actively working with the Federal Aviation Administration to resolve overflight issues at Grand Canyon National Park. Congress continues to be interested in a more comprehensive policy on this issue. HR 921 on aircraft overflights is now pending in the Senate Committee on Energy and Natural Resources.

● **ENHANCE OUR ABILITY TO MEET THE DIVERSE USES THAT THE PUBLIC EXPECTS IN NATIONAL PARKS**

**20 Participate in the President's Commission on Americans Outdoors to Better Define How National Parks Help Meet Public Recreation Needs**

This action has been completed. The National Park Service provided staff and fiscal resources throughout the life of the commission. The Park Service will participate in the distribution of the completed report.

**21 Provide Visitor Facilities in Park Areas That Have Been Added to the National Park System Since 1960**

Facilities in 12 national park system units established since 1960 were completed or under construction in 1986.

---

---

● **EXPAND CAREER OPPORTUNITIES FOR OUR EMPLOYEES**

**22 Encourage and Support the Development of the Horace Albright Fund**

Horace M. Albright, second director of the National Park Service (1928-32), was one of the founding fathers of the national park system idea. The Horace Albright Fund, which has been established to recognize Mr. Albright's contributions to the organization, will be used to provide grants each year to qualifying NPS employees to enhance their professional skills. All contributions to the fund will come from private sources.

**23 Establish a Reassignment Mobility Program**

Reassignment mobility program guidelines, application forms, and software programs have been developed to process applications.

**24 Stimulate Career Opportunities and Employee Growth**

A management development program has been initiated, which provides a variety of courses for current and prospective managers. A study of the ranger promotion opportunities has been conducted, and difficulties relating to career advancement have been identified. The promotion and recruitment needs and opportunities for employment categories with 25 or more employees have also been studied, and categories where dead-ended employees can seek alternative career paths have been suggested. Opportunities have been developed for field interpreters to be detailed to the Washington Office to receive training in natural resource interpretation. Courses offered through NPS training centers have been increased in number and scope, and the curriculum has been broadened. Alternative training materials for park use are being developed to complement the formal training offered through the training centers.

● **PLAN, DESIGN, AND MAINTAIN APPROPRIATE PARK FACILITIES**

**25 Ensure That Park Road Systems Enhance the Visitor Experience**

Park Service design assistance teams have been designated to meet this objective. In fiscal year 1986 these teams evaluated 41 road design projects to ensure that their quality would meet public expectations and recognized landscape architectural and engineering standards. Of the 41 projects, 28 needed minor changes, eight needed moderate changes, and two had to be extensively redesigned to meet the park road standards and NPS goals.

---

**26 Improve Housing for NPS Employees**

The *Government Furnished Housing Management Guideline* (NPS-36) has been written and issued. Housing management plans have been completed for all park areas; each plan analyzes housing needs and opportunities according to criteria developed by the Department of the Interior. The information in the plans has been used to develop a housing program strategy for the Park Service. The strategy, which has been approved by the secretary of the interior, calls for a \$270 million program to rehabilitate substandard housing and construct new housing (\$30 million per year for nine years).

**27 Move Facilities out of Critical Resource Areas**

Work is in progress at Sequoia National Park to move development from Giant Forest to Clover Creek. A comprehensive design is being prepared to relocate development from Yosemite Valley to El Portal.

● **DEVELOP A TEAM RELATIONSHIP BETWEEN CONCESSIONERS AND THE NATIONAL PARK SERVICE**

**28 Integrate Concessioners into Interpretive Programs throughout the National Park System**

As part of our ongoing training activities, we are incorporating a session on the importance of concessioner support in NPS interpretive programs. As an example, at Bryce Canyon National Park a new interpretive prospectus has been prepared as a joint effort between the Park Service, the concessioners, and the cooperating association. The plan reflects the commitment of all team members to improve the visitor experience at the park. The Park Service is currently revising the concessioner operating standards and adding interpretation/orientation elements to each revised standard.

**29 Work with Concessioners When Facilities Are Moved out of Critical Resource Areas**

Work continues on moving concessioner facilities out of Giant Forest in Sequoia National Park. We are also initiating plans for relocating housing, lodging, and food service facilities at John D. Rockefeller, Jr., Memorial Parkway.

---

● **FOSTER AND ENCOURAGE MORE CREATIVITY, EFFICIENCY, AND EFFECTIVENESS IN THE MANAGEMENT AND ADMINISTRATION OF THE NATIONAL PARK SERVICE**

**30 Develop a Servicewide Information Management System**

Steps have been taken to implement COMMON, the Park Service's automated data base of frequently requested information. The system currently includes land statistics, budget and visitation information, park planning data, administrative information, and resource management data. Modules are being planned or developed for visitor statistics, concessions information, interpretive program data, employee vacancies clearinghouse, law enforcement, and program priority reporting. Natural resource information is now routinely transmitted by computer between regions, parks, private offices, and universities.

**31 Enhance Productivity within the National Park Service**

The maintenance management system provides for a comprehensive process of planning, organizing, directing, and controlling the \$250 million annual maintenance programs of the Park Service. Implementation of this system, because of its size and complexity, is believed to be the largest single project of its kind underway today. Field implementation began in several park areas in 1986; total implementation will extend over the next 2½ years.

**32 Use Fees Currently Collected in National Parks to Directly Support Park Operations, and Expand the Portion of Park Operations Supported by Fees**

Public Law 99-500 was passed in the fall of 1986, granting a one-year authorization to the Park Service to collect or raise fees at specified areas. To date, 133 parks are collecting fees. All money collected under this one-year program will be used within the national park system. A formula in the law distributes funds to collecting and noncollecting parks so that all units of the system will benefit from this initiative.

---



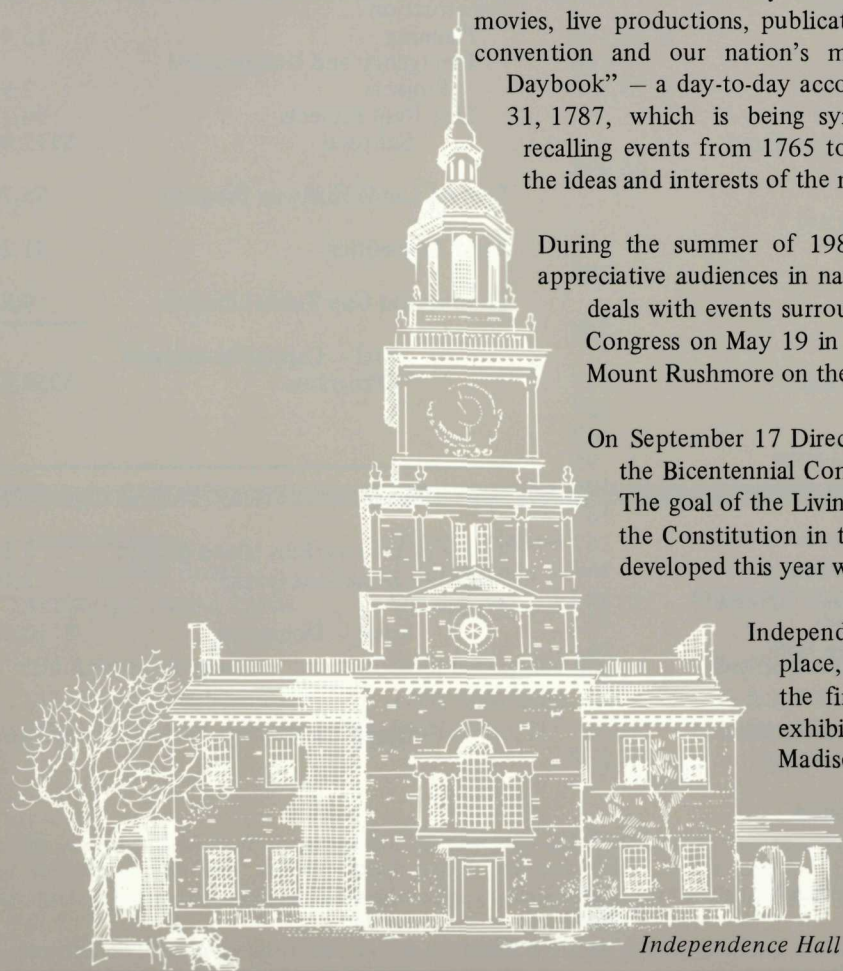
**"BLESSINGS OF LIBERTY"  
THE BICENTENNIAL CELEBRATION**

Early last year the Park Service began preparations for the commemoration of the Bicentennial of the U.S. Constitution in 1987. In May Director Mott announced the National Park Service program, which includes exhibits, movies, live productions, publications, and many special events throughout the system celebrating the historic convention and our nation's most important document. A few of the special features are the "Bicentennial Daybook" — a day-to-day account of the events associated with the Constitution from January 1 to December 31, 1787, which is being syndicated by Associated Press; an exhibit, "Constitutional Issues in Cartoon," recalling events from 1765 to the present; and an audiovisual program, "Blessings of Liberty," documenting the ideas and interests of the men who set forth the plan of union.

During the summer of 1986 an original one-act play created expressly for the Bicentennial opened to appreciative audiences in national park areas and state capitals in 11 states. The play, "Four Little Pages," deals with events surrounding the Constitutional Convention in 1787. It premiered before members of Congress on May 19 in Washington, D.C., then toured the east, and ended up at a gala performance at Mount Rushmore on the Fourth of July.

On September 17 Director Mott joined Lady Bird Johnson, Warren Burger, and the other members of the Bicentennial Commission to plant a tree in Constitution Gardens symbolizing our Living Legacy. The goal of the Living Legacy project is for communities all over America to develop living legacies to the Constitution in the form of parks, gardens, and other beautification projects. Each local project developed this year will be dedicated on Constitution Day, September 17, 1987.

Independence National Historical Park, where the Constitutional Convention took place, will be the focal point of the national celebration in 1987. In September 1986 the first of two major exhibits, "Miracle at Philadelphia," opened at the park. The exhibit displays annotated copies of the drafts of the Constitution and James Madison's original notes of the secret proceedings. A second exhibit, "The Promise of Permanency," opened in early 1987; it features computer terminals that allow visitors to quiz themselves on constitutional issues. On Constitution Day, September 17, a "Grand Federal Procession" will be held near Independence Hall to mark the signing of the document that governs our nation.



*Independence Hall*

FISCAL YEAR 1986 FINANCIAL REPORT  
(dollars in thousands)

OPERATING PROGRAMS		GRANT AND AID PROGRAMS		CAPITAL INVESTMENT PROGRAMS	
Operation of the National Park System		Historic Preservation Fund		Construction	
Management of Park Areas	\$ 58,878	State Grants	\$ 19,170	Planning	15,440
Concessions Management	3,395	National Trust	4,196	Emergency and Unscheduled	
Interpretation and Visitor Services	62,319	Subtotal	\$ 23,366	Projects	2,853
Visitor Protection and Safety	78,498			Line Item Projects	94,115
Maintenance	228,788	Land and Water Conservation Fund		Subtotal	\$112,408
Resource Management	96,555	State Grants	45,993		
Information Publications	2,766			Federal Lands Highway Program	95,700
International Park Affairs	758	Statutory or Contractual Aid			
Volunteers-in-Parks	466	Roosevelt Campobello		Land Acquisition	41,285
General Management Plans	2,232	International Park	390		
Forest Fire Suppression		Ice Age National		Cumberland Gap Tunnel Project	9,857
and Presuppression	10,619	Scientific Reserve	548		
General Administration	62,034	Lowell Historic		Total – Capital Investment	
Subtotal	\$607,308	Preservation Commission	513	Programs	\$259,250
		Folger Library	167		
National Recreation and Preservation		Corcoran Gallery	167		
Recreation Programs	600	Mary McLeod Bethune NHS	95		
Natural Programs	1,582	Martin Luther King, Jr., Center	190	<b>DONATIONS</b>	
National Register Programs	6,549	Phillips Gallery	167		
Environmental Compliance		Arena Stage	167	Statue of Liberty/Ellis Island Project	7,556
and Review	383	National Building Museum	167	All Other Donations (cash)	3,101
Grant Administration	1,441	National Capital Children’s Museum	167		
Subtotal	\$ 10,555	William McKinley Tomb	427	Total – Donations	\$ 10,657
		Fisk University, Jubilee Hall	161		
Operation of John F. Kennedy Center	4,566	Subtotal	\$ 3,326		
Land Acquisition and State Assistance		Illinois and Michigan Canal National		<b>Grand Total</b>	\$971,656
Land Acquisition Administration	4,756	Heritage Corridor Commission	237		
LWCF Grant Administration	1,570				
Subtotal	\$ 6,326	Jefferson National Expansion			
		Memorial Commission	72		
Total – Operating Programs	\$628,755	Total – Grant and Aid			
		Programs	\$ 72,994		



**National Park Service  
Headquarters**

18th and C Streets  
P.O. Box 37127  
Washington, D.C. 20013-7127

**Alaska Region**  
2525 Gambell Street  
Anchorage, Alaska 99503

**Midwest Region**  
1709 Jackson Street  
Omaha, Nebraska 68102

**North Atlantic Region**  
15 State Street  
Boston, Massachusetts 02109

**Rocky Mountain Region**  
P.O. Box 25287  
Denver, Colorado 80225

**Southwest Region**  
P.O. Box 728  
Santa Fe, New Mexico 87501

**Mid-Atlantic Region**  
143 South Third Street  
Philadelphia, Pennsylvania 19106

**National Capital Region**  
1100 Ohio Drive, S.W.  
Washington, D.C. 20242

**Pacific Northwest Region**  
83 South King Street, Suite 212  
Seattle, Washington 98104

**Southeast Region**  
75 Spring Street, S.W.  
Atlanta, Georgia 30303

**Western Region**  
Box 36063  
San Francisco, California 94102

*As the nation's principal conservation agency, the Department of the Interior has basic responsibilities to protect and conserve our land and water, energy and minerals, fish and wildlife, and parks and recreation areas and to ensure the wise use of all these resources. The department also has major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.*

*Publication services were provided by the editorial and graphic staffs of the Denver Service Center.*

