



JOHN RITTERHOFF: "The dreamers, the engineers and the bookkeepers."

Making Park DREAMS Come True

By Loretta DeLozier



GLEN BEAN: "We're the middle-men."

"If you don't know where you are going, you will probably end up somewhere else," says Dr. Laurence J. Peter in **THE PETER PRINCIPLE**.

"Change is avalanching upon our heads and most people are grotesquely unprepared to cope with it," says Alvin Toffler in **FUTURE SHOCK**.

"The National Park Service is—and will continue to be—a vital force in our society in direct proportion to our ability as individuals and as an organization to implement our management philosophy in a world of change," says NPS Director George B. Hartzog, Jr., in his June 10, 1969, memo to all Park employees.

Like Dr. Peter and Mr. Toffler, Director Hartzog sees the need to prepare for the future.

"In my opinion we should quicken the pace of program innovation by seeking new disciplines and talents, such as the sociologist, the communicator, the urbanist, etc., to strengthen our traditional professional disciplines."

In this context he has appointed Dr. Sylvan J. Kaplan

WASHINGTON REPORT

WILDERNESS HEARINGS ANNOUNCED: Colorado National monument, Grand Junction, Colo., Dec. 1

Black Canyon of the Gunnison National Monument, Montrose, Colo., Dec. 3; Gunnison, Colo., Dec. 5

Theodore Roosevelt National Memorial Park, Watford City, N.D., Dec. 8; Medora, N.D., Dec. 9

Wupatki National Monument, Flagstaff, Ariz., Dec. 14

Mesa Verde National Park, Cortez, Colo., Dec. 16

MASTER PLAN MEETINGS:

Natchez Trace Parkway, Jackson, Miss., Nov. 2; Nashville, Tenn., Nov. 4; Florence, Ala., Nov. 5

Blue Ridge Parkway Extension, Canton, Ga., Nov. 17

Foothills Parkway, Great Smoky Mountains National Park visitor center, Nov. 18

Colorado National Monument, Grand Junction, Colo., Nov. 30

Carl Sandburg Home National Historic Site, Flat Rock, N.C., Dec. 1

Black Canyon of the Gunnison National Monument and Curecanti National Recreation Area, Montrose, Colo., Dec. 2; Gunnison, Colo., Dec. 4

Theodore Roosevelt National Memorial Park, Watford City, N.D., Dec. 8; Medora, N.D., Dec. 9

Blue Ridge Parkway, Roanoke, Va., Dec. 8; Asheville, N.C., Dec. 10; Highlands, N.C., Dec. 11

Wupatki and Sunset Crater National Monuments, Flagstaff, Ariz., Dec. 14

Mesa Verde National Park, Cortez, Colo., Dec. 16



Under our hat

TILDEN'S TRAVELS:

Freeman Tilden is back on the road after a brief rest stop at home base Harpers Ferry. Accompanied by Ranger Walt Dabney, Freeman has been visiting both National and State parks throughout the country during the past several months. He talks with staff members and visitors, observing reactions to the parks and their interpretive programs, and gathers information to help the Service determine how best to respond to the environmental crisis.



The first week of November Freeman will be at Casa Grande Ruins and Tuzigoot. Beginning the 10th of the month he will visit Organ Pipe Cactus, Saguaro, Joshua Tree, Death Valley, Yosemite, and the Anza-Borrego Desert State Park in California. By the 25th, he expects to be in the Western Regional Office.

TRAVELING ABROAD: Bill Everhart, director, Harpers Ferry Center, has journeyed to London with United States Travel Service representatives to promote travel to the United States. Bill also planned visits to Turkey and Greece to work with the NPS planning teams.

JOINING OUR STAFF: Ron Greenberg, editor of the NPS Interpreters' Newsletter, has joined the Division of Park Practice as associate editor of the NPS Newsletter and a co-editor of the Courier, published by the Employees and Alumni Association. A graduate of George Washington University with a degree in international affairs, Ron has been with the Park Service since 1966.

MORE MONEY? Starting in January, the Government's contribution to the cost of employee group health insurance will increase from 24 to 40 percent, based on the average costs of the six largest plans.

It may not mean much more take-home pay, however, as the Civil Service Commission is now negotiating with the health insurance carriers for higher premium rates, which will go into effect the same time as the increased premium contributions.

The Commission expects to announce the new rates in early November.

COURIER: Every employee should have received a free introductory copy of the September issue of the E&AA's Courier. If you did not receive one, please drop us a note at Room 104, 1100 Ohio Drive, SW., Washington, D.C. 20242. Membership in the E&AA is an important link between members of the Park Service, and all employees are welcome (and urged) to join.

TUNING IN AND TURNING ON

TO SAFETY

There's more to the WASO safety office than just Forms DI-134. Communicating safety is a big job, as evidenced by the accident statistics. To date this year, for example, 139 fatalities have been recorded.

"The main thrust in the safety office at this time is improving our communication with the visitors in order to alert them to the hazards that are unique to a given area," explained John H. Hast, chief safety officer.

To accomplish this objective, two major projects are now underway. A brochure for visitors is being developed to illustrate graphically the more common hazards in parks—winter sports, hiking and climbing, motoring, thermal features, animals, and the like—and how to avoid accidents. It will be designed to meet the needs of the individual park.

At Old Faithful in Yellowstone visitors are asked to tune their car radios to a certain frequency for a brief safety message. The Yellow-



John Hast

stone interpretive staff has been experimenting with auto interpretation for the past two years and the system is just now being broadened to include safety messages.



**CHANCE TAKERS GET IT
IN THE END**

National Safety Council

TO PERSONNEL

What happens when the NPS personnel office sends its team of specialists to conduct a regional personnel management program evaluation?

"A lot," says Hal Mattson, leader of the team that just completed an evaluation for the Southeast Region.

"We spent nine months developing it. Before we left, we sent out questionnaires to employees to identify possible problem areas. We spent two and a half weeks interviewing managers, supervisors and employees in eight parks, as well as in the Regional Office.

"Our purpose is to help the Regions, and ourselves, to see how the personnel management program is being managed and to get suggestions for improving it. We aren't 'checking up' on the Regions," he emphasizes.

Although such evaluations are normally conducted by the Civil Service Commission, agencies have been given authority to conduct them if they are done under CSC regulations and by personnel management specialists. Responsibility for the NPS program is directly under Personnel Chief Ivan Parker, and his assistant, Jim Hanson.

Each of the Regional Offices will be visited within the next three years. Date and location of the next evaluation have not been determined.

Members of the first team included Mati Tammaru, John Craig, Clay Smebakken and Leo Romero.

Making Park DREAMS come True

From page 1

as chief of the division of Plans and Objectives. This is one of three divisions in the Office of Programs, all of which are concerned with making Park dreams come true.

A behavioral scientist with experience in Environmental Systems, Dr. Kaplan has a Ph.D. from Stanford University. He has been a dean, department head and professor and is author of sixty scientific papers on a variety

will be made available to the Directorate for use in future planning.

"My interest is in relating the present to the immediate and long-range future—to the year 2000 and beyond," Dr. Kaplan says. "Our attempt will be to make long-range objectives from which we can derive major goals and concrete programs."

Dr. Kaplan has visited several parks to orient himself to the Park System. He plans to



DR. SYLVAN KAPLAN

of subjects. Most recently he was with the Center for Population Research, National Institutes of Health, and served on the National Goals Research Staff at the White House.

DEVELOPING ALTERNATIVE FUTURES

Dr. Kaplan is also a futurist and, as such, will use his many skills to develop "alternative futures" for the Park Service. These are simply descriptions (he calls them "scenarios") of all the things that may occur in the next few decades. They

meet soon with the Regional Directors, Superintendents and their staffs—to talk with as many field people as possible.

"We want to reflect the front office's wish to involve field personnel in helping make Servicewide policy. We also plan to get the thoughtful minds in Government, education, industry—in all segments of society—to help us.

"Our approach is 'holistic,' which means looking at the big picture rather than just isolated parts in it. We see the parks as possible 'mini-ecosystems' which can serve as

applied models to the rest of society."

Dr. Kaplan is assisted by Don Humphrey, a 20-year veteran of NPS, and a small staff of professionals. He hopes to make the office a clearing-house of ideas, to help keep the parks current and in pace with change.

THE OFFICE OF PROGRAMS

Deputy Assistant Director John W. Ritterhoff helped recruit Dr. Kaplan. A former marketing planner for ISOTOPES, a Teledyne Company, Ritterhoff was an "advance man" for the Nixon-Agnew campaign in 1968. He knows the need for planning and eagerly endorses Dr. Kaplan's ideas.

"Government needs planning, because we can't do everything," he explains. "That's been one of the major revelations of the 60's. We just don't have unlimited resources, so we must select the absolute best programs and see that they are done well."

In addition to Dr. Kaplan's division, the Office of Programs includes the division of Program Planning and the division of Coordination and Appraisal.

"The dreamers, the engineers and the bookkeepers," Ritterhoff describes them. "It's a continuum, really. How we do, as compared to what we said we'd do. We must constantly evaluate."

Assistant Director Glen Bean, head of the Office of Programs, agrees. "We're the middle-men," he says. A former park ranger and superintendent with years of field experience, Bean enjoys "seeing the planning and programming develop into resources for the parks to use in resources and manpower for field operations."

PROGRAM PLANNING

Helping to make the long-range "dreams" come true is George Gowans, chief of the division of Program Planning. His staff puts the needs of the parks into a form that

Congress and the Office of Management and Budget will accept.

"A program is simply a schedule of events, like a theatre program" Gowans explains. "Ours is in a five-year context, so that professional services can be planned for."

"It begins with the superintendent who decides what his park needs—more buildings, additional maintenance funds or staff. His request goes to the Region and they assign it a priority."

"The Region sends its requests to us, and we review them to see if they are adequately justified and correctly categorized, and whether they fit into the long-range objectives. We present them to the Director with our recommendations, and he decides which ones will be part of the NPS budget."

A civil engineer by education, Gowans entered NPS as a seasonal at Bryce Canyon and



GEORGE GOWANS

has spent several years in the field. His staff is headed up by Jim Ryan, Dave Reynolds, Bob Whitman, Hi Patten and Dick Falb.

"Superintendents must plan ahead," he advises. "We must hear about special problems early enough so that we can see that they get funded."

COORDINATION AND APPRAISAL

"We're a management tool," says Lowell Sturgill, chief of the division of Coordination and Appraisal. "We help the Park Service get the most for the dollars it has available to spend."



LOWELL STURGILL

His division administers the current-year construction and professional services programs approved by the director for the Service Centers, Harpers Ferry and the regions, and maintains progress reports on the accomplishment of these programs.

Sturgill is particularly pleased with the new machine-based reporting systems and is trying to make them more useful to the field.

The Program Administration and Reporting System (PARS) is our main method for reporting status on planning and construction projects, in terms of time and cost.

"The Project Scheduling System (PSS) is in its final stages of development. It will give us a visible means of

assuring that the many separate phases of total projects fit together in a logical sequence."

Educated in business and economics, and a part-time Economics instructor at the University of Maryland, Sturgill has 19 years experience with the Department of Defense, mostly in the Governmentwide PPB (Planning, Programming and Budgeting) System. He joined NPS last January.

His staff includes C. Burton ("Rip") Winkle, Bill Pugh, Douglas Lindsay and others. Together they look at current year activities compared to long-range plans and, where

there are imbalances, they try to see what can be done.

LOOKING AHEAD

The Office of Programs is one part of the Park Service's overall thrust toward the future. Although it may not solve all of the parks' problems, it is trying to meet the ones we have—and to prepare for (and, hopefully, to prevent!) the ones that may come.

Most important, the Office reflects Director Hartzog's belief that "As we meet the challenges of these changing times we can find personal fulfillment in knowing that through our personal, individual effort we have contributed significantly to the quality of human life in our time."

GRCA's Golden Thread

By Jean Beal

SILHOUETTE

Louise M. Hinchliffe

"Ask Louise, she'll know the answer," is a common phrase heard round the Grand Canyon Visitor Center offices. Louise M. Hinchliffe refers to herself as a "transplanted New Englander" after the more than eighteen years that Northern Arizona, and more specifically Grand Canyon National Park, has been her home.

Louise first saw the Grand Canyon as a visitor to the North Rim in 1947. Repeated visits fed a growing conviction that NPS offered opportunities for service in a more challenging career. In 1951, with only



momentary misgivings, she resigned from her position as assistant editor of house organs for American Optical Company, packed a few favorite belongings, and left the "known quantities" of a familiar job and the Massachusetts town where she was born, for the uncertainties of a new job as secretary to the park naturalist at Grand Canyon.

Louise has supplied a thread of continuity through the years as transfers of key personnel and re-

organizations have introduced new people to the Grand Canyon organization.

With the current reorganization at Grand Canyon, she has become curator/librarian in the division of Environmental Activities and Systems—a job she looks forward to as "offering challenges equal to any I've met before."

Louise says, "One of the special pleasures of the past years was watching the Grand Canyon Natural History Association grow from a "desk-drawer" sized operation to one of the "big ten." She has been secretary of the association since she came to Grand Canyon.

Louise began residence at the Canyon in the "Stenographer's cabin"—two rooms furnished with "early American attic." Now she enjoys a modern three room apartment, decorated in an eclectic blend of New England maple and Navajo rugs. Both her office and home reflect her love of books which are comfortably handy on shelves, tables and desk. Special mementos gathered from her travels to Tunisia and from friends adorn her desk and home.

Dumpsters Do It

By Ron Greenberg

"There's been so much talk, but very little action. Someone should do something—I am, and I want to know if everyone else is."

These are comments from Caroline Peters who, with husband Clay (Division of Plans and Objectives), is spearheading the Reston Environmental Movement—an "unorganized" group of environmentally-aware residents of the Fairfax County, Va., community.

The Environmental Movement told residents that recycling one ton of newspapers would save 17 pulpwood trees; contacted a local junk dealer to arrange for pickup; and set out a community dumpster.

"Since August the dumpster has been emptied 14 times with a volume of 3 tons each time (the population of Reston is 9,000)," Caroline told us. By selling the paper to a junk dealer the community earns some money which they use to buy en-



Caroline Peters

vironmentally-oriented books for their library.

Caroline also managed to get the local Safeway to stock beer in returnable bottles only. How? "We just asked," she said. "It involves calling the right person, and I've been telling many women how easy it really is." After getting several "No's" she made her way to the top of the Safeway bureaucracy, who turned out to be a resident of Bowie, Md. (The Bowie town council recently passed an ordinance banning use of certain non-returnable beverage containers.)

Other NPS wives active in Reston's Environmental Movement are Jean Packard (Mrs. Fred M.—International Affairs), Patsy Gilbert (Mrs. Vernon C.—Environmental Interpretation), Mary Everhart (Mrs. William C.—Harpers Ferry Center), Claire Hefti (Mrs. Vince—Wilderness Studies), and Toby Milne, (Mrs. Robert—Eastern Service Center).

Honoring Our Own

Director Hartzog presented five meritorious service awards at his staff meeting on Oct. 8. The cheerful recipients are pictured, left to right: Tom Gilbert, chief of the Office of Environmental Education; Charles Snell, historian, and Horace Sheely, chief of the National Survey of Historic Sites and Buildings; Ivan Parker, chief of the Division of Personnel Management & Manpower Development; and Larry Zollar, director, Office of Personnel.

Meritorious service awards have also been presented to John J. Bachensky, administrative officer, NE Region;

Glen F. Cole, supv. research biologist, Yellowstone; Eliot Davis, supt. of Fort Vancouver, Wash.; Willard E. Dilley, chief park naturalist, Grand Teton; and Raymond C. Ludwig, Foreman II, Lassen Volcanic.

Commendable service awards have been presented to Henry DeLoof, maintenance supervisor, Glen Canyon; Jean Knapp, secretary, NE Region; Peter Meredith, construction inspector, NE Region; Donald M. Spalding, general supt., Crater Lake; and Mary Vetter, secretary, Eastern Service Center.



People On The Move

NEW FACES

Bender, Georjean G., to Pk. Ranger, Hopewell Village, NHS
 Biddinger, Gilbert E., Jr., to Pk. Techn., Yosemite NP
 Brown, Michael D., to Visual Info. Spec., Harpers Ferry Center.
 Franklin, Claude T., to Maintenance Worker, Sequoia-Kings Canyon NP
 Jolivet, Elroy P., to Data Processing Clk., WSC
 Kenoyer, John C., to Maintenance Worker, Cabrillo NM
 Miller, Charles Keith, to Mining Engr., Death Valley NM
 Mitchell, Dorothy L., to Accounting Techn., WASO

JOINING THE ALUMNI

Aglietti, Terry C., from Technical Writer & Editor, WASO
 Alsop, Albert, Jr., from Foreman I, NCP-North
 Barlow, William D., from Caretaker, Mammoth Cave NP
 Cooper, Frederick L., from Admin. Off., Cumberland Gap NHP
 Douglas, Daniel D., Jr., from Training Instr. Gen., Great Smoky Mtns. NP
 Falconi, Antoinette M., from Accounts Maintenance Clk., WSC
 Glover, Elaine S., from Occupational Health Nurse, Great Smoky Mtns. NP
 Gonzalez-Lopez, Jose M., from Maintenanceman, San Juan NHS
 Hernandez, Laura C., from Estimating Clk. Typing, WSC
 Hill, Glenn E., from Community Project Coordinator, NCP
 Jaromsky, William, from Supv. Proc. & Public Use Asst., Fire Island NS
 Johnson, Richard B., from Archeologist, MWRO
 Kangas, Leo J., from Pk. Techn. Morristown NHP
 Martin, Elvira B., from Sec. Typing, Pacific NWRO
 Montano, Darlene T., from Clk. Typist, WSC
 Tatham, Donna J., from Clk. Steno., WASO
 Vetter, Mary B., from Sec. Steno., ESC
 Wilshin, Francis F., from Hist., ESC

NEW PLACES

Bayse, F. Melina, from Sec., Padre Island NS, to Pk. Techn. Typing, Fort Clatsop NA
 Bertram, Jack D., from Foreman II MG Rds., Yosemite NP, to Engineering Equipment Operator, Sequoia-Kings Canyon NP
 Bodge, Clyde H., from Gen. Supply Asst., Mammoth Cave NP, to Proc. Agent, NER
 Chase, Donald Dwight, from Pk. Ranger, Lake Mead NRA, to Supv. Pk. Ranger, Sequoia-Kings Canyon NP
 Collins, Franklin G., from Mgmt. Asst., Redwood NP, to Landscape Arch., WSC
 Carter, Dennis L., from Supv. Pk. Ranger, Craters of the Moon NM, to same, Blue Ridge Pkwy.
 Darnell, Charles T., from Group Leader, Great Smoky Mtns. NP, to Pk. Techn., Chattanooga NMP
 Davies, Sharon R., from Pers. Clk. Typing, WSC, to Staffing Clk. Typing, WASO
 Dunton, Irving L., from Enrollee Work Supv., Mammoth Cave NP, to Foreman III Maintenance, Isle Royale NP
 Edwards, William E., Jr., from Admin. Off., Mammoth Cave NP, to Asst. Gen. Supply Off., SERO
 Elliott, Franklin B., from Asst. Supt., Shenandoah NP, to Supv. Civil Engr., Glacier NP
 Groves, David E., from Admin. Off., Isle Royale NP, to Proc. & Prop. Mgmt. Off., Rocky Mtn. Group
 Hadley, Lawrence C., from Supt., Yosemite NP, to Deputy Asst. Dir., Pk. Mgmt., WASO
 Hanneman, Larry E., from Supv. Pk. Ranger, Dinosaur NM, to Supv. Pk. Ranger, Badlands NM
 Huffman, Dennis K., from Pk. Ranger, Great Smoky Mtns. NP, to same, Fredericksburg & Spotsylvania BMP

Henderson, Glen E., from Supv. Pk. Ranger, Yellowstone NP, to same, Crater Lake NP
 Inman, Alsen E., Jr., from Supv. Pk. Ranger, Point Reyes NS, to same, Yosemite NP
 Kendrick, Randall A., from Pk. Techn., Mesa Verde NP, to Pk. Ranger, Blue Ridge Pkwy.
 Kretschmann, James F., from Supv. Hist., Vicksburg NMP, to Hist., Carl Sandburg Home NHS
 Kenui, Geraldine, from Clk. Steno, Haleakala NP, to Sec. Steno, Honolulu Cluster Off.
 Kuiper, Gary J., from Supv. Pk. Ranger, Blue Ridge Pkwy., to same, Lava Beds NM
 La Rock, Max J., from Landscape Arch., WSC, to same, MWRO
 Lesch, Robert P., from Realty Spec., MWRO, to same, Olympic NP
 Liles, James E., from Supv. Pk. Ranger, Point Reyes NS, to Supv. Pk. Ranger, Virgin Islands NP
 Masters, Lawrence J., Jr., from Pk. Ranger, Olympic NP, to Pk. Techn., Natchez Trace Pkwy.
 Nash, Robert, from Hist., George Washington Birthplace NM, to Supv. Pk. Ranger, Herbert Hoover NHS
 O'Shea, James M., Jr., from Landscape Arch., WSC, to same, MWRO
 Richardson, James A., from Pk. Ranger, WASO, to same, Pacific NWRO
 Smebakken, Clay D., from Class. & Wage Spec., SWRO, to Pers. Mgmt. WASO
 Stork, Gary C., from Supv. Pers. Mgmt. Spec., WSC, to Pers. Off., Yosemite NP
 Tobin, Charles K., from Foreman III, Maintenance, R&T, Death Valley NM, to Maintenance Supv., Yellowstone NP
 Whitman, David, L., from Pk. Techn., Cabrillo NM, to same, Redwood NP
 Wright, Lanaya Rhae, from Clk. Steno., WSC, to Sec. Steno., Pacific NWRO



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