



NEWSLETTER



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The water has to run . . . the visitor must be greeted

By W. L. Bowen



Our good editor recently said to me, "Bill, why don't we tell people the what and why of the Service Centers. There are some who don't fully understand them." I commend the editor for his masterful understatement.

Frankly, I tried the evasive, but if you know Mr. Ritter, he tried the persuasive and the fact

that you are reading this indicates the outcome of the discussion.

Service Centers—who are in them, what do they do, why do they do it, etc., etc.? Let's go back a little. Over-simplifying: to accomplish the Service Mission, two things have to happen. First, the parks have to be maintained, managed and operated. There must be resource protection, visitor protection, and interpretation. The water has to run when you turn on the faucet, the "AV" has to work when you throw the switch, the snow has to be plowed, the sanitation system has to operate, the visitor has to be greeted, etc. This is Operations and Management. It takes place in the park and it takes place in every park every day. It heads up the regional offices.

At the same time in some park (but not every park) every year, new water and sewage systems have to be planned, designed and built; new audiovisual programs have to be formulated and prepared; and new visitor centers have to be designed to accommodate them. Concessioner facilities expand; new roads are built, and old ones are abandoned or realigned or resurfaced.

Throughout the nation new parks are proposed and the best of these proceed through Congress accompanied by the myriad facts and figures which must be developed in support of the legislation. In new and old parks (but again, not in every park, every day) land has to be acquired.

This planning and design and acquisition is accomplished by what society calls professionals—engineers, architects, landscape architects, sociologists, interpretive specialists, historians, historical

archeologists, land appraisers, to name a few. Some of our parks, but not many, can afford a given professional year long; most cannot. (If at this point anyone feels like saying that I have said that the superintendent and his staff are not professionals—forget it. They are the greatest pros in the world—that is why they are on the front line; the group that society chooses to designate as "members of a profession" are here to serve them.)

Prior to 1954, professional skills were fragmented among several regions. The Eastern and Western Offices of Design and Construction were organized to bring at least a few of these professional skills together for greater productivity and flexibility.

The new approach made sense. With one office working for three regions, greater flexibility was possible. For example, if one region had a small program compared to major programs for the other two, the Service did not need to move its personnel physically in order to balance the workload.

In addition, we believe that eight engineers in one office can accomplish more than two engineers in each of four offices. Why? Because each engineer—although able to do several tasks well—will have more opportunity to tackle his special "thing." Today, with respect to the consolidation of planning and design problems for four regions under the Western Service Center, his particular "thing" stands to come by four times as often; hence, he makes a greater contribution in his specialty and more areas benefit from his particular expertise.

The step from EODC and WODC to the current Service Centers was, I think, logical and foreseeable. If consolidation for one group of professionals who had to accomplish one program which varied in size between regions each year was logical, then "consolidation" of all professionals was inevitable.

The present Service Center is, then, a consolidation of professionals into six major offices:

Environmental Planning & Design to accomplish new area studies, master planning, and design of facilities;

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Willie Ruth Galbraith has been described by her friends as a wonderfully dedicated friend and a gentlewoman. Ruth's birthplace in Loudon County, Tennessee, is now covered by Milton Hill Dam which is part of a TVA project. She attended school at Farragut near Knoxville where she met her husband, Dave. They were married in November of 1937.

Ruth and Dave came to Great Smoky Mountains in 1939 and they are celebrating 30 years with the National Park Service. Dave is now maintenance foreman there.

One of Ruth's early homes as a National Park Service wife was a cabin very near Roaring Fork Creek. In fact, the cabin was so close to the creek that there was real danger of its being washed away during high waters. This gave Ruth some anxious moments.

Ruth's first work experience was with Dick and Martha Whaley at the Greystone Hotel in Gatlinburg. Since then she has worked with various Gatlinburg businesses helping serve the traveling visitors when family responsibilities have allowed.

The Galbraith's lovely home is enhanced by the handicraft which Ruth excels in, such as flower arranging, sewing, knitting and cooking. She sews most of her own clothing. During the war years, she remained at the family home in Gatlinburg while Dave was in the Navy. As a Volunteer American Red Cross worker, she won the coveted Red Cross pin awarded to those who sewed over one hundred hours.

She has served her community by being active in American Legion Auxiliary, Gatlinburg Garden Club, Cub Scouts as den mother, PTA, and church activities where she taught Sunday School and was president of



the Women's Society of Christian Service. She and Dave are two of the original members of the Methodist Church of Gatlinburg. Ruth is a charter member and past president of the Great Smoky Mountains National Park Wives Organization.

She enjoys square dancing, is a charter member of the Smoky Mountain Squares and she loves to play bridge, picnic and explore her native Tennessee mountains.

Ruth is the mother of two handsome sons, James and John. James, 22, who graduated May 1969 from Tennessee Technological University, is now a 2nd Lieutenant with the Signal Corps. He is married to the former Edna (Corky) Medlin of Gatlinburg. John, 14, graduated from Pi Beta Phi Elementary School this spring.

See Here, Ladies



Members of the Olympic Park Wives Club are shown at a recent all-day work session to assist naturalist staff with assembling information packets for Park inquiries. The Park mails about 5000 packets a year to requests from all over the U.S. and from foreign countries.

Mrs. Althea Perry Builds a Fortress

Althea Perry's active civic interest and artistic talents have been a helpful combination for the town of Murfreesboro, Tennessee.

Her husband, Superintendent Sherman Perry of Stones River NB, has been working on proposed city plans to develop the only remaining section of Fortress Rosecrans. Built in 1863 to provide railroad protection for the Union Army, the fort was one of the largest man-made earthen fortresses on the North American continent.

The Fortress Rosecrans committee recently asked Mrs. Perry to draw their conceptions of a log cabin village proposed for the area near the earthworks, showing Murfreesboro's early history. Over 500 townspeople attended a chilly open house recently, and Mrs. Perry stayed in the windy open field for four hours explaining plans for the "Pioneer Village" and answering questions.

In addition to her work on the fortress, Mrs. Perry is treasurer of the Rutherford Hospital Auxiliary. She has also just served as president of her church's women's group.

Bates Wilson, superintendent of Canyonlands National Park, belongs to an exclusive club: He is one of the few NPS'ers who have guided a park through all phases—location, promotion, and development. Locally, and among the news boys, he has another title: They call him "Mr. Canyonlands" in respect for his fight for recognition of the great canyon country of Utah.

Bates well remembers his introduction to the now-famous lands. On a flight with a local bush pilot, he first looked down on the fantastically colored jungle of arches, spires, grabens, rugged canyons, crevasses, and fins. He saw cozy green nooks and many still-intact Indian ruins.

"To a Park Service official it was the proverbial pot of gold," he says.

That day Bates began his long struggle to interest the NPS in his find. Mapping the country with the aid of boy scouts, he lured in archeological study crews, photographers and writers, and conducted uncountable tours into remote sections where white man had never been. On September 12, 1964, a year after he was awarded his 30-year service pin, Canyonlands National Park was established. Named superintendent, Bates is also state coordinator, and last December won the Interior Department's Meritorious Service Award.

Born in Silver City, New Mexico, Bates attended grammar school there and prep school in Lawrenceville, New Jersey. He began his government service during the depression as miscellaneous foreman of a Santa Fe CCC camp. When the camp closed eight years later, he tried private business, but World War II intervened. Entering NPS in 1942, he was appointed acting custodian at Organ Pipe Cactus NM in Arizona. A member of the Navy Seabees for three years, he was made full custodian of El Morro NM in 1946.

In 1949 Bates found his "homestead" as custodian of Arches National Monument. The now popular monument was primitive then. An old CCC barracks was office and visitor center; there was but one seven mile entrance road and a few primitive trails.

"When I sent visitors into the monument, I was never sure when I would get them out," he recalls.

Vacancy Announcements

Writer-Editor, GS-11 or 12, Office of Environmental Planning and Design, Eastern Service Center, Washington, D.C.

Research Biologist, GS-12, Office of Natural Science Studies, Washington, D.C., with duty station, Virgin Islands National Park.

If you are interested and have up-to-date Forms 10-180, 10-181, and 10-182 on file in Washington, you may apply by memorandum through channels to the Branch of Employee Evaluation, WASO, Room 3210. If you have not submitted current forms, send them with the memorandum. Applications must reach WASO by March 13, 1970.



Once 22 cars were marooned on the wrong side of a wash after a flash flood and he worked the night through getting them over the rampaging creek. He defied rules and accepted county help to build a road—still called "Wilson's Neck-out Road."

Bates is married to Edith Atlee Haines of Germantown, Pennsylvania. The Wilsons have three children—Alan D., Julia Wilson Burton, and Caroline—and two grandchildren.

Tension Can Be An Asset

Ivan Parker sent us the following item plucked from an issue of the Harvard Business Review. Don't toss out your tranquilizers, however—for he also reminds us that although periodic tension is stimulating and may lead to greater creativity and achievement (as described in the article), "continual, frustrating stress may lead to disintegration."

Most popular writers and speakers tend to relate tension to unhappiness and lowered productivity, a drain on one's vigor, health and perspective.

It ain't necessarily so. Indeed, tension is a natural pre-requisite of being able to respond intelligently to conflict and profit by it. Conflict, to some degree, is in turn a prerequisite of progress. As a sailboat makes headway because of the opposition of its sail to the wind, so do men make progress (and, in doing so, gain satisfaction) by a willingness to differ with each other, to challenge the accepted, to guard their self-interests.

Tension inspires people to learn, to improve, to compromise. The executive who is never under tension is plainly not challenged by his job or by his superiors. Enthusiasm is the byproduct of tension arising out of conflict. A zealous sense of mission is only possible where there is opposition to it.

Tension stimulates the imagination; ideas are born most often where problems or conflicts exist and require solutions. The very process of adapting to change is a source of tension. An open mind, receptive to new ideas, a critical mind, capable of weighing alternatives and making fine judgments is also a mind willing to accept the inevitable burden-blessing of tensions.

NEW FACES

Bartoli, Gustave J., to Cartographic Techn., Harpers Ferry Center
Case, Hazel S., to Budget Clk. Typing, WASO
Hanson, James L., to Asst. Pers. Off., WASO
Little, Jane E., to Sec. Steno., WASO
McCall, James E., to Laborer, NCP-East
Poole, Dorothy B., to Computer Programmer, WASO
Purcell, Margaret R., to Sec. Steno., WASO
Riley, Esterlene, to Sec. Steno., WSC
Savannah, William J., to Printing Spec., WASO
Volpe, Richard J., to Asst. to the Reg. Cf. of Maintenance, NCP
Williams, Nancy I., to Voucher Examiner, NCP

NEW PLACES

Allen, Iris L., from Accounts Maintenance Clk. NCP, to Voucher Examiner, WASO
Barnard, Duane M., from Pk. Ranger, HotSprings NP, to same, Cape Hatteras NS
Beatty, Steven M., from Pk. Ranger, Shiloh NMP&C, to same, Natchez Trace Pkwy.
Bird, Marjorie E. D., from Clk., George Washington Pkwy., to Pk. Planning Clk., WASO
Brandow, Gary G., from Supv. Pk. Ranger, Big Bend NP, to Admin. Asst., Rocky Mtn. NP & Shadow Mtn. NRA
Cox, William E., from Hist., Natchez Trace Pkwy. to Pk. Ranger, Antietam-C&O Canal
Dale, Laurel W., from Pk. Ranger, Everglades NP, to same, NCP-East
Densing, Clarence O., from Asst. Center Dir., Great Onyx JCCCC, Mammoth Cave NP, to Conservation Center Dir., Harpers Ferry JCCCC
DeWeese, John R., from Mgmt. Asst., Everglades NP, to Supt., Moores Creek NMP
Gillespie, Donald F., from Mgmt. Asst., Jewel Cave NM, to Pk. Mgr., NCP-Central
Gillette, Grace D., from Clk. Steno. WSC, to Sec. Steno., ESC
Hannah, David H., from Enrollee WorkSupv., Harpers Ferry JCCCC, to Archeologist, SEAC
Hanson, Frederick B., from Supv. Museum Curator, to Supv. Exhibits Spec., Harpers Ferry Center
Henry, Bilbert C., from Pers. Off., Glacier NP, to Admin. Off., Dinosaur NM
Hoffman, Maureen M., from Sec. Steno. ESC, to same, WASO
Holmaas, Julia R., from Pk. Nat., Albright TC, to Pk. Ranger, Prince William Forest Pk.
Lagerstron, Paul G., from Pk. Ranger, Everglades NP, to Pvt., U.S. Pk. Police, NCP
Lissimore, John T., from Hist., Albright TC, to Pk. Ranger, NCP-Central
Littlefield, Richard G., from Pk. Ranger, Sanford RA, to same, Virgin Islands NP
Poole, A. Elaine, from Sec. Steno., WASO, to Clk. Steno., WSC
Robertson, Richard B., from Admin. Off., Dinosaur NM, to Pers. Off., Glacier NP
Sandberg, George W., from Realty Spec., WSC, to same, ESC

Stewart, Harold L., from Constr. Rep., ESC, to engineering Techn., Blue Ridge Pkwy.
Todd, David W., from Supv. Pk. Nat., Dinosaur NM, to Pk. Mgr., Jewel Cave NM
Woodbury, Charles P., from Supv. Pk. Ranger, Coulee Dam NRA, to Pk. Ranger, NWRO

JOINING THE ALUMNI

Alleman, Carl W., from Supv. Landscape Arch., WSC
Anderson, Melford O., from Asst. to the Assoc. Dir., Planning & Development, WASO
Hobson, Tracy O., from Supply Clk., SERO
Housden, Linda M., from Clk. Steno., WASO
Leonard, James C., from Pk. Ranger, Yosemite NP
Mayes, Bonita L., from Clk. Typist, WASO
Monaghan, Lenarda J., from Sec. Steno., WASO
Schubert, Thomas B., from Student Asst. Arch., WASO
Treon, Paggey J., from Clk. Typist, WASO
Zinn, Juanita, from Clk. Typist, WSC

Service Centers

From page 1.

Land Acquisition and Water Resources to acquire the lands we need and to determine for our planners and designers and the park managers the availability of water for needed developments;

History and Historic Architecture (which includes Archeology) to accomplish the professional research needed in these fields and to assist the area superintendents in those areas having historical or archeological resources, in their planning and design;

Construction Supervision and Maintenance to provide coordination of supervision during construction of new facilities in the parks, and to offer technical assistance in difficult maintenance problems referred by the regional directors;

Administrative Services to consolidate administrative functions which can be performed centrally for several regions;

Program Management to bring together in one place the several professional inputs that must proceed on a preset schedule to provide, for instance, a fully equipped and operational visitor center on a predetermined date.

This, then, is my opinion of how we got to where we are. It would be naive to assume that there are not divergent opinions of where we are going. In fact, there have been suggestions as to where we might go that I won't repeat. As in any reorganization there are rough spots—jobs that someone laid down and no one else picked up; communications that seem to get everywhere but where they belong; the inevitable feeling that someone is stepping on someone else's toes or crowding in on his prerogatives—the usual traumas of reorganization.

However, I can assure you that Service Center personnel recognize that they are here to serve the regional directors and the superintendents—not to manage their affairs. During the shake-down period I would make only one request of those in the Service Center and of those whom we serve—let us all have patience.