



CANOES LUNCH CURIOS

By Bob Braden

Our office title, Concessions Management, does not really excite the imagination. But looking at it through the eyes of a field NPS employee or one of last summer's vacationers we might see it a different way.

We might see it in terms of renting a canoe to paddle down the C&O Canal, lunching at Peaks of Otter on the Blue Ridge Parkway, or shopping in the quaint curio store atop Trail Ridge Road in Rocky Mountain National Park. So, the office takes on a different meaning when we look at the end result of its work.

(See CONCESSIONS, Pg. 3.)





Dear Editor:

While we are always delighted to see something of Death Valley featured in Service publications, we have a few comments regarding the tone of the subject article.

Rather than "THE jewel in the midst of the mineral rich desert..." let's not forget that Death Valley is and will remain a natural area. So said the lawmakers through the establishing legislation and subsequent policy statements.

Admittedly Scotty's Castle is a valuable addition to the historical richness of Death Valley but more like another blob of icing on an already well-decorated cake.

I was also somewhat distressed to read of Death Valley as "mineral Rich." With a myriad of rotting ghost towns and abandoned mining camps providing mute testimony, if Death Valley was as rich in minerals as the legends hold, why hasn't one of the more than 50,000 mining claims filed since 1955 produced something more than ugly scars on a fragile desert?

Death Valley remains a national monument rather than a National Park because mining is legally permitted on its lands. It is discouraging to see the myth of mineral riches perpetuated in, of all places, an in-service publication.

Lastly, the article implies that things haven't changed a bit except that a concessioner replaced the Gospel Foundation as operator.

The castle is managed by the National Park Service; National Park Concessions, Inc. provides tours, snack and gasoline services. When the pipes leak and things go to hell, the National Park Service, not the concessioner comes to the rescue.

For your information, Wayne Schulz is Management Assistant assigned to the castle, and William Boulton is the NPS maintenance foreman.

Peter G. Sanchez
Chief Park Naturalist
Death Valley National Monument

Under our hat

FREEMAN HEADS LANDSCAPERS:

Deputy Director Ray Freeman will soon wear another new hat: He has just been elected president of the national American Society of Landscape Architects, a 3,750-member professional organization, and will officially take over his new duties at the society's annual meeting June 20-23 in Portland, Oregon. A graduate of Iowa State University in 1942 with a degree in landscape architecture, Ray has been with the Park Service since 1946. He has been a member of the ASLA since 1952 and has worked on national and chapter levels. He was elected a Fellow of the Society in 1967.

WILDERNESS AREAS NAMED:

In April President Nixon asked Congress to add 14 areas recommended by the Department of the Interior to the country's wilderness system. Eight of the 14 areas and over 1.4-million of the total 1.8-million acres involved are now part of (and would remain in) the National Park System. The areas are situated in nine states and include Shenandoah National Park, Virginia; Isle Royale National Park, Michigan; Arches, Capitol Reef, and Cedar Breaks National Monuments, Utah; the North Cascades Complex (North Cascades National Park and Ross Lake and Lake Chelan National Recreation Areas), Washington; and Sequoia and Kings Canyon National Parks, California.

NEWS FROM ENVIRONMENTAL

INTERPRETATION: The Southeast Region reports that, as a result of a special meeting at Kennesaw Mountain in February, an Environmental Action Group was formed with members from about ten participating agencies and educational institutions. The group conducted a ten-hour environmental training course for 60 teachers using a variety of sites throughout the county. Georgia State University and Kennesaw Junior College are co-operating in the program so that "graduates" of the course will receive academic credit.

EMPLOYING YOUTH: As the summer months approach, NPS managers will again have opportunity to develop the nation's youth under the Federal Summer Employment programs, reports Betty Koubele, employee relations officer. "What better incentive could be established for concerted, hard work and productivity than monetary award recognition?" she asks. "Managers and supervisors should use the NPS incentive awards program to recognize any outstanding achievements and special contributions their summer employees make during the next three months." She suggests that managers check the special sections in the new CSC Bulletin No. 316-33 of April 14, 1971 on "The 1971 Federal Summer Employment Program for Youth."

KEEP A RECORD!!! The General Accounting Office has recently ruled that if government departments and agencies erroneously shortchange their employees in the amount of annual leave they earn and carry over from year to year, they are not entitled to any compensation or additional leave to make up for it.

The GAO said that under law the government "is not liable for the erroneous advice" given by its officials. All employees are therefore encouraged to maintain a close record of their annual as well as sick leave which they earn each year and the amount they can carry over into succeeding years.

SWANSON WINS AWARD: Craig Swanson, acting chief of the Division of Systems Design has been presented with an outstanding achievement award from the Washington, D.C. chapter of the Federal Government Accountants Association. He received the award based on his work in conceiving, designing and developing a completely new integrated financial management system for the National Park Service. A member of NPS since 1967, Craig has a masters degree in public administration from the University of Washington.

However, we can't single out the Washington Office and say, "that is where the work is accomplished," because everyone in the Park Service gets involved in some way.

Included are the roads and trails man who grades the snow from the road in front of the concessioner's lodge or facility, and the park engineer who makes a preliminary drawing for the utility systems needed to supply the concessioner's new motel unit. Also the programmer who plans for the funds needed to maintain the concession utilities, the park ranger who makes a sanitary inspection of the concessioner's restaurant, the naturalist who directs the visitor to the area's lodging, and the clerk-typist who prepares the management assistant's letter of reply to a visitor's complaint about finding sugar in the salt shaker, or about the tiny deer mouse that greeted her when she opened the medicine cabinet in one of the cabins at Yellowstone.

Total involvement occurs when the letter is a "congressional"! Here the field, the Regional and the Washington Offices clamor to the cause and work to immediately resolve the problem.

PARTS OF THE WHOLE

The Office of Concessions Management can be likened to a large wheel. The outer rim represents the field areas, the spokes are the Regional Offices, and the hub is the Washington Office.

The center is held together by Bob Moore, Chief, Office of Concessions Management; Andy Wolfe, chief of contracts; Imogene LaCovey, senior concessions analyst; Andy Dixon, chief of financial management; and Len Hall who heads up operations.

Working with Imogene in Contracts, the largest branch of Concessions, are analysts Bob Braden,

Dick Cover, Jim Monheiser, and Don Roush.

The analysts, with the input and help of the field areas, write the prospectus which invites interested people to submit offers for new or existing concessions. If the existing concessioner is satisfactory, and his old contract expires by limitation of time, then a Fact Sheet is written, a public notice is issued, and after 30 days—if no offers are submitted—a contract is written.

The Fact Sheet input begins in the field and concurrence or help is given by the regional analyst before submission to the Washington Office.

In addition, the analysts are involved in amendments to concession contracts, stock approval, assignments, franchise fee adjustments, franchise waivers, matters involving concession permits, and in some instances cancellation procedures.



Bob Braden

Bob was a seasonal ranger at Rocky Mountain prior to a permanent appointment as tour guide at Carlsbad Caverns in 1960. In 1965 he transferred to Albright Academy as ranger trainee, and worked in Grand Canyon National Park until 1966 when he left the NPS to be assistant manager of the Golden Ox restaurant in Denver.

Six months after leaving Bob returned to Grand Canyon. In the spring of 1970 he transferred to Washington as concessions analyst.

Bob has a degree in business from Colorado State College.



Another important group is the secretaries. Without them the whole wheel would disintegrate. The voluminous drafts, correspondence, and contractual work would pile up to such an extent that no one could get in to or out of the office, the phone calls would not be answered, and grammatical and spelling errors would go undetected.

Kay Doerr is secretary to the chief, Office of Concessions Management, Frances Brister is secretary to the chief, Branch of Contracts and to the senior analyst, and Virginia Richter and Dorothy Flying are secretaries to the analysts.

The organizational wheel is balanced by the interplay of all of the individuals involved. The key to the balanced wheel is humor, the knowledge of when to back off of a sensitive subject, and the expert managers.

STAYING IN TOUCH

Another balance factor in the wheel that is always kept in mind is the need to keep the outer rim informed.

Concessions Management has been a gray area to some people so Bob Moore initiated three and five-day concessions management seminars. The seminars highlight many facets of the technical aspects of concessions including the "whereas's" and "now there-fore's."

There appeared to be a lack of understanding between the concessioners and the National Park Service. So in order to close this gap a number of concessioner seminars were conducted to include the managers of concession operations from

(continued on page 4)



(continued from page 3)

all areas of the NPS. These programs have been highly successful.

Postscript

Recently we received a letter of complaint from a man in New York. He claimed that his visit to Rocky Mountain National Park was ruined when some furry varmint stole his glasses while he was in the morning chore of washing his face at Aspen-glen campground.

Now, how can we write back and tell him that the varmint was a pack rat and that the visitor didn't miss a bit of scenery because Trail Ridge was in a shroud of clouds blocking any view of the Front, Mummy and Never Summer Ranges (mountains)?

concessions

STAFF

By Ron Greenberg

Andy Wolfe

"Concessions are deeply inter-related to all facets of a park's operations as well as to the basic park resource," says Andy Wolfe.

"In planning for a concession we attempt to correlate the basic philosophy of the NPS, i.e., 'preservation as well as use,' into a meaningful and economic operation. Our greatest need today is to develop the ability (in all of us) to recognize, plan for, and respond to changing conditions in a way which allows us to meet our basic objectives."



Len Hall (left), Dick Cover, and Andy Dixon (right) check the merchandise of the souvenir kiosk at the Lincoln Memorial. There are about 245 concessioners in the National Park System ranging in size and services from closed trailside shelters in Shenandoah National Park to the Yosemite Park and Curry Com-

pany with facilities for skiing, skating, bicycling, horseback-riding as well as food and lodging.

Examples of the variety of concessions are at Dinosaur National Monument where two raft operators have concession permits to float visitors on the rapids of the Yampa and the Green rivers; and at Glacier

National Park which has a multi-story Swiss Chalet concession for which food and supplies are packed in. The cooperating association that maintains the living farm at George Washington Birthplace is a concessioner as is the mountain climbing school at Grand Teton.

Jim Monheiser

"Any manager who has a concession in his area should spend from six months to a year in the Office of Concessions Management," says Jim Monheiser.

"The center of park activity is the services of the concessioner. If you don't know the ins and outs of concession contracts—and don't know how to deal with concessioners—you're asking for trouble."

A former administrative assistant and management assistant, Jim came to Washington a year ago to broaden his management background.



Dorothy Flying is a Cherokee Indian from a small reservation at Cherokee, North Carolina. She came to the Office of Concessions Management as a secretary about a year ago. Dorothy's husband is a Cheyenne Indian.



Imogene LaCovey

Imogene worked in WASO's legal division when Director Hartzog was an NPS attorney. Later, when Hartzog became assistant chief of concessions he talked Imogene into working for him.

"That was more than twelve years ago," recalls Imogene, "and at the time I thought concessions was the last place in the world I'd want to work. Now I think it's the most interesting division in the Service."

As GS-13 senior analyst in the Contracts branch Imogene gets involved in everything having to do with contracting and contract administration. She also provides direction for the other analysts in the branch.



Part of Imogene's job is negotiating with concessioners. Currently she's coordinating Service proposals to buy out the Yellowstone Park Company.



Bob Moore

"Ten to 15 years ago few National Park Service employees were interested in concessions management as a career," says Chief of Concessions Management Bob Moore.

"Now we get a healthy number of applicants for our vacancies. Also more park personnel are coming into Washington for temporary assignments in the Office of Concessions Management. They realize that training and experience in concessions management are essential to furthering a management-oriented career."

Bob, who joined the Service as a ranger at Shenandoah National Park in 1934, has served as assistant superintendent of Grand Teton and superintendent of Lassen Volcanic National Park. He has been assigned to the Southeast Regional Office and to the Western Regional Office (twice).

"Concessions operations is becoming more complex each year," Bob says. "We have to expose our people in the field to the details of procedures and standards for concessions operations. We do this by conducting regional administration seminars for our unit managers and rangers who are closest to the concessions activities."

"We are just getting regional concessions specialists. They are coming out of the Service Centers. Our object is to give the Regions the competency and resources they need to carry their part of the work load."

"Getting expertise into the Regions is part of the Director's trend toward decentralization. This office will retain responsibility for policy making and procedural matters, and the Regions will handle the nuts and bolts of concessions operations."

KEEPING ORDER IN THE PARKS

By Loretta DeLozier

Washington D. C. is always a frantic (albeit lovely) spot in the spring when thousands of tourists descend on it to gawk at the cherry blossoms, tromp through the famous monuments and snap pictures in front of the White House and U. S. Capitol buildings.

Because most of the federal land in the District is maintained by the National Park Service, NPS employees prepare for the visitors before they arrive, protect them while they're there and pick up after them when they leave.

This spring, between April 18 and May 9, Washington was even more frantic when thousands of Vietnam War veterans, students and other demonstrators converged on it to protest the war, camp out in the parks and (on May 4) to tie up the traffic and "stop the government."

And, as usual, NPS employees were there to prepare, protect and pick up after.

Particularly involved were the 235-man maintenance division of National Capital Parks Central and the 397-man force of the U.S. Park Police. Both gave unusual amounts of their time and energy and, as a result, both received unit citations from Interior Secretary Rogers C. B. Morton.

Unit Citation

"National Capital Parks lands and facilities have been involved in most demonstrations that have taken place over the past two weeks, and U. S. Park Police and maintenance staff have worked extremely long hours under extreme conditions," Secretary Morton said.

"During all that period they maintained the highest professional skills and by their tireless efforts, their restraint in the face of numerous provocations helped keep personal injury and property damage to a minimum, considering the thousands of people involved."

Secretary Morton presented the awards at a special

ceremony on May 6. Citations were accepted for Park Police by their chief, Grant Wright, and for the personnel of NCP-Central by their superintendent, Bill Failor. NCP Director Russ Dickenson made the introductions.

Maintaining Health and Safety

"Getting ready for one of these huge demonstrations requires tremendous coordination--among ourselves, other agencies and the sponsors of the events," says Bill Failor. "Our Division of Special Events had a major role in these coordination activities."

"Our primary responsibility as park managers is to provide for the welfare, health and safety of our visitors, regardless of who they are or why they come to the parks," he explains.

"During the demonstrations we removed trash and provided hundreds of trash receptacles and comfort stations, special water tanks, temporary drinking fountains and, in some locations, electricity service. We used thousands of yards of snow fencing to protect sensitive areas and distributed hundreds of trash bags to demonstrators to pick up litter."

After the campers left West Potomac Park on May 2 maintenance employees worked from noon until 10 o'clock that night cleaning the area. They filled over 100 fire pits and used a vacuum truck to suck up loose debris.

The following week they continued cleaning, repairing damage and hand raking the millions of pieces of glass, cigarettes and buttons from the grass. They also started rehabilitating the turf with fertilizer and began light seeding.

"The veterans donated \$50 for an elm tree that was planted in their demonstration area on the mall," notes Failor.

NCP-Central employees Roger Sulcer and Bud Hagen coordinated week-end activities during the dem-

The 235-man maintenance force of NCP-Central line up to receive their unit citation.

Photo by W. H. Spradley





"I can see the headlines now," laughs Secretary Morton: "WHICH ONE IS THE HORSE!" (In the saddle is Sgt. Norman Woodward and watching close by are Chief Grant Wright and Lt. Richard Valentine).
Photo by W. H. Spradley

onstrations and Bob Cook played a major role in organizing the clean up. Other agencies and units of NCP also gave valuable assistance.

"I'm amazed at the punishment the parks can take and still survive," Faylor exclaims. "Somehow nature recovers everything over a period of time--but it certainly requires a great deal of effort on the part of many people to put everything back in order."

Keeping Order and the Law

Like the maintenance force, the U. S. Park Police worked with other organizations to prepare for the demonstrations.

"These are not controlled by just one unit," Chief Wright explains. "We worked closely with the Metropolitan Police Force, the Justice Department, mayor's office, fire department, National Guard and other agencies that were involved."

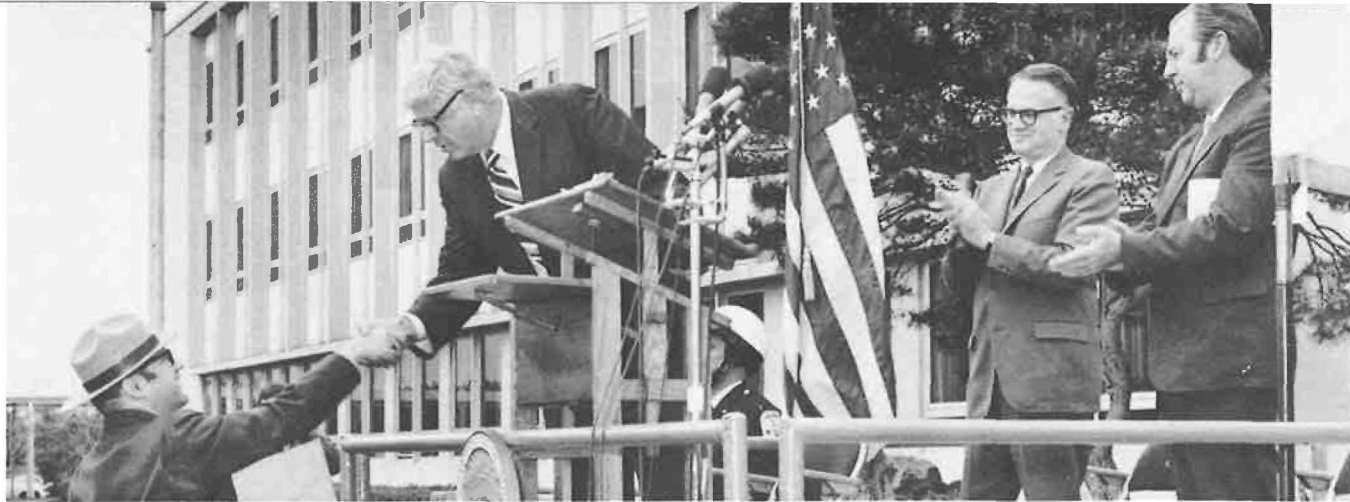
They held their first general meeting on April 1, followed by several smaller meetings to share information and outline plans. They also had planning sessions with representatives of the sponsoring groups.

Because of the magnitude and scope of the demonstrations, the Justice Department handled the Government's coordination of activities, and Jerry Wilson, chief of the Metropolitan Police Force, assumed command of police operations.

During the demonstrations, the Park Police worked 12-hour (and often even longer) shifts. Many spent hours sitting in busses, waiting for something to occur. It was a long and grueling two weeks for all of them.
(continued on page 8)



Captain Jerry Wells commands his troops during the recent demonstrations.
Photo by E. S. Conlon



NCP-Central Superintendent Bill Failor happily accepts a unit citation on behalf of his maintenance men from Interior Secretary Rogers C. B. Morton. Applauding are NPS Deputy Director Tom Flynn and NCP Director Russ Dickenson.

KEEPING ORDER (from page 7)

"Although we worked closely with the Metropolitan Police, our men served under their own supervisors. They did not participate in the thousands of arrests that occurred in the non-park business areas downtown," Chief Wright explains.

"Our responsibility was mainly in the park areas. For instance, when the veterans were here, there was a court injunction against their camping on the mall. If they didn't comply, then police action would have to be taken to rout them out of the area.

"This was our major responsibility. We geared up for it. Then just a few hours before we were to have moved them out, the President ordered us not to, so we didn't. The following week-end we were ordered to move campers out of West Potomac Park, which we did."

Team Effort

Chief Wright describes his men's work as "a total team effort. They really merited the unit citation the Secretary gave them."

He particularly commended Captain Jerry Wells, the acting commander of the operations division who did most of the planning, coordinating and operating of the details of their activities.

"One of the most important things determining our success was the information we received about the demonstrators' tactics and desires," Captain Wells says. "We tried to formulate a plan to maintain peace and order with the least amount of force."

Did they use any special equipment?

"Mostly patience," he smiles. "The other stuff you can buy at a hardware store."



New Faces

Anderson, Anthony, to Pk. Ranger, WASO
Brown, William E., to Pk. Ranger, Southern Arizona Group
Bud, Colleen Kay, to Pk. Aid, Pipestone NM
Bundy, Melvin A., to Janitor, NCP
Cleary, Raymond J., to Appraiser, ESC
Cooley, Randall, to Pk. Ranger, WASO
Dellacasa, Doris F., to Employment Info. Asst., WASO
Graves, Diana J., to Pk. Ranger, WASO
Gregg, George J., to Tree Worker, NCP-Central
Harris, Curtis, Jr., to Laborer, Everglades NP
McGinnis, Terrence J., to Voucher Examiner, MWRO

Harris, Earl R., to Supv. Pk. Ranger, Boston Group
Heriott, Ruth A., to Pk. Ranger, WASO
Hubbard, Herbert L. to Clk. Typing, Carlsbad Caverns NP
Kowalski, John N., to Painter, NCP-East
Levine, Abe, to RealtySpec., ESC
Loetterle, Lynn E., to Pk. Ranger, WASO
Mayes, Betty L., to Clk. Steno., Mesa Verde NP
McCormick, James L., to Maintenance Worker, Chickamauga & Chattanooga NMP

Melber, Adam R., to Protection & Public Use Asst., Independence NHS
Milliren, Patricia A., to Pk. Ranger, WASO
Newhouse, Barbara D., to Clk. Steno, Glen Canyon NRA
Northrup, Bruce, to Maintenance, Theodore Roosevelt NMP
Perez, Rito D., to Maintenance Worker, Carlsbad Caverns NP
Reed, Annie M., to Clk. Typist, WASO
Satala, Taylor J., to Pk. Techn., Typing, Grand Canyon NP



NPS NEWSLETTER

U.S. Department of the Interior National Park Service



Issued biweekly by the Office of the Director as a communications medium for Service personnel. Edited and published by the Division of Park Practice, Office of Travel and Information Services.

Loretta DeLozier Editor
Ron Greenberg Associate Editor
Jean Bullard Assistant Editor
Glenn Snyder Art Editor

Room 106 - NCP Bldg. - 1100 Ohio Drive - SW - Washington, D.C. 20242

Telephone: 202-426-6720 (IDS Code 118-66720)