

A message from the Director

I recently sent a memo to Assistant Secretary Reed regarding Management in the National Park System. Because of its importance to all of us in the Service, I would like to share it with you.



Your memorandum of May 13 advised that--

The Secretary wonders if the Department personnel know what their assignments are. Do the men in this building and in the field specifically know what is expected of them?

We had an opportunity to discuss this subject, at length, on our field trip together. But, I welcome the opportunity, also, to record the discussion for you in the event you may wish to share the information with the Secretary.

When I became Director in 1964, and for many years prior thereto, the Service had a series of more than 50 handbooks dealing with all facets of its operations. The nature of these manuals was to tell our employees "how to do the job." This management system did provide for "uniformity" in field management. Such a management system is not designed, however, to enhance individual creativity--nor, does it promote personal growth--both essential to a sense of achievement and "job satisfaction" or fulfillment.

Believing that "creativity" rather than "uniformity" was the preferable goal of the National Park Service and the System it manages were to remain relevant in the fast changing last third of the 20th Century, I abolished most of the manuals (the exceptions being such ones as personnel, accounting, procurement and property management procedures) and substituted a new management system.

The essential ingredients of this new management system are:

- (a) A Statement of Management Philosophy
- (b) Long-Range Objectives
- (c) Administrative Policies
- (d) Activity Standards
- (e) Role and Functional ~~Standards~~ *Statements*
- (f) Personal Standards of Performance

In brief, our **Statement of Management Philosophy** is summarized in the "National Park Service Pledge of Public Service." Stripped of all technicalities, it distills the essence of the philosophy expressed in the numerous public land policies of the Congress and the Administration concerning the management of the National Park System.

The **Long-Range Objectives** point the direction for our program implementation.

(Continued)

The **Administrative Policies** implement and supplement the broad policies laid down by the Administration and the Congress. They do not tell the employee "how to do the job." They do, however, set the broad parameters within which day-to-day management decisions may be made.

The **Activity Standards** describe the conditions that will exist when the various activities of the Service have been accomplished satisfactorily. For example, the Maintenance Standards describe the conditions that will exist when the maintenance functions in the field have been performed satisfactorily.

The **Role and Functional Statements** define the role of each organizational unit and of each employee within the organization and identify the functions for which that organizational unit and that employee are responsible. They are useful tools in communicating among the various levels of management what is expected of each and what each may expect from the other in getting the total Service job done. Of great value, also, they identify those specific functions that the organization expects of each individual and that each individual may expect of his colleagues elsewhere in the organization.

The **Personal Standards of Performance** describe the results that will obtain when each employee has performed his functions satisfactorily. These standards are essential for constructive dialogue between the employee and his supervisor with respect to the job to be done and in evaluating the job actually done. Of equal, if not perhaps greater, benefit in such Personal Performance Standards is that they enable the employee to know in advance of any communication with his supervisor when his job has been done satisfactorily.

With this new management system, we have been able to make delegations of authority a reality and decentralization a way of life--not perfectly, but significantly. Most of our field managers are now managing--and liking it! The Secretary's comment the other day "that our management is in good shape in the field" attests to this conclusion. Unfortunately, we are not in equally good shape in some of our central offices, but we hope to be there soon when all role and functional statements and personal performance standards have been completed.

The "linchpin" of effective delegation and decentralization is follow-up. This remaining element of our management system was implemented recently by the appointment, with your approval, of an Assistant Director for Field Operations to evaluate how policies and programs are being implemented in the field. We do not intend that the incumbent of this new position--Mr. Henry G. Schmidt--will become simply "a closed circuit" operation within the Directorate. Accordingly, I have asked him to make himself available to all Service employees so that concerned individuals at every level can personally bring to his attention situations for which the "System" may not be providing solutions.

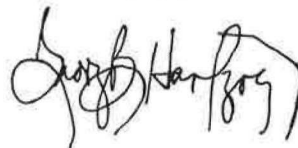
As we discussed, it is our expectation that management in the field and Mr. Schmidt working together, on the ground, will candidly identify problems, discuss them frankly, and, hopefully, assist in solving them. In this connection, I would like to emphasize that Mr. Schmidt will not be concerned only with searching out and reporting on problems. I have asked him to be equally concerned with discovering and sharing with me so that we may pass them on to all elements of the organization, examples of excellence and success in our operations and management.

In his new role, Assistant Director Schmidt will be providing a new and needed channel of communication within the Service that can help each of us to become more effective in our job.

Thus, I would suggest that for this Bureau, we know the job to be done, we have the management tools to do it, and we have the "know-how" to get it done! Unfortunately, we lack the resources--manpower and money. In this connection, please see my memorandum of August 6, 1971, dealing with this issue. An extra copy is attached for your ready reference.

I would be pleased to discuss this matter further at your convenience, if you wish. In the meantime, I am most appreciative of the support and assistance of you and the Secretary. Thank you very much.

EDITOR'S NOTE: Comments of Assistant Secretary Reed on NPS management will appear in the September issue of the COURIER.



. . . and here is the August 6 memo. I believe you'll find this of considerable interest, too.

Memorandum

August 6, 1971

To: Secretary of the Interior
Through: Assistant Secretary for Fish and Wildlife and Parks

From: Director, National Park Service

Subject: Resource needs for the National Park Service



As we have discussed on several occasions, we are at a point where we must address ourselves to serious deficiencies in the allocation of resources for the acquisition, development and use of areas in the National Park System. As you suggested, this memorandum treats three major areas:

LAND ACQUISITION

The 1972 appropriation provides \$10.7 million to acquire land in older areas of the National Park Service System (those authorized prior to 1960). Our total need for such acquisition is \$177 million in today's dollars. In the meantime, land prices of authorized park lands are escalating well above the general land price rates. Our experience indicates that the inholdings in the past two years are escalating at an average rate of 20 percent per annum. In some parks such as Yosemite, the rate of escalation is greater, approximately 33 percent. I think you can see that we will never, at this rate, acquire these inholdings.

These inholdings are the location of some of the most severe problems we are encountering in the Park Service. Because of the special qualities which have caused these areas to be put in our National Park System, many of the inholdings in these parks are being developed as leisure communities. We have all the resultant urban management problems of health and public safety. These developments often degrade the parks in which they are located and always provide a special benefit to the owners of such property which is not available to all Americans and is in fact enjoyed at their expense.

I believe we have the following alternatives: 1. Acquire the inholdings at the earliest possible time. 2. Suffer the development of resort communities and provide public services to make them liveable. 3. Redraw park boundaries to exclude these inholdings. I believe that only the first alternative will solve our problems and insure quality and integrity of those areas which Congress has seen fit to place in our National Park System.

Resources to acquire these inholdings must be made available over and above those total amounts, for inholdings and new areas, which are now being made available to the Park Service through the Land and Water Conservation Fund. While in newer areas we have a backlog of only about \$124 million to acquire, we must reckon with the need to expand the System. We are committed to purchase an additional \$56.8 million in land in areas which the Congress is studying for addition to the park system and on which this Department has reported favorably. In the near future we will want to propose establishment of additional new areas such as Big Thicket NRA, Connecticut River NRA, and Golden Gate NRA, on which reports are now awaiting Departmental approval. We are still studying within the Park Service such proposed areas as the Potomac National River, Sawtooth NP, and the Upper Mississippi NRA. These would add more than \$450 million to our land acquisition needs if we report favorably on all of them. I believe you will agree this is more than an annual appropriation level of \$70 million will support.

Accordingly, I believe that the allocation to the NPS from the Land and Water Conservation Fund must be increased to at least \$150 million annually. This could be done either by decreasing allocations to the State grant programs and other Federal agencies or by supporting immediate legislation to increase the annual authorization for dedication of receipts to the Land and Water Conservation Fund. I strongly recommend that you choose the option of an increase in the total level of the Land and Water Conservation Fund.

DEVELOPMENT

The development problems of the National Park System have grown increasingly serious over recent years for several reasons.

Visitation to areas of the National Park System and for individual parks has trended sharply upward. The overall increase is about 7.5 percent per year. This increase has placed a heavy load on all existing park facilities. From 1960 to the present, 81 new areas have been added to the National Park System. From 1966 until 1971 while the system has expanded and the visitation has risen steadily, annual construction funding has dropped by \$30 million, or, in terms of constant dollars, by \$42.7 million using the general construction cost indices. This latter figure represents the inflationary pressures which have made previous development estimates inadequate, requiring increases in stated development needs.

Of the new areas added since 1960, 19 with combined development needs of \$140 million have no visitor use development at all at the present time. Development of several of these parks is vitally important to meet recreation needs of urban areas. Most of these new parks were formerly in private ownership. They were acquired to protect outstanding resources and to provide public use opportunities. Local support for the creation of these areas was predicated in part on the assumption that as valuable private property was removed from the tax rolls through Federal purchase, a compensating increase in park development and visitor use would generate new income for the local economy. At Cape Cod National Seashore, where development began in the early sixties, this has been true; elsewhere it has not.

At the present time, existing park facilities are valued at approximately \$900 million. Necessary maintenance, replacement or reconstruction of buildings, roads, and other facilities has been lagging, resulting in increasing deterioration, lowering the quality of visitor experience, and loss of capacity. We estimate that about \$25 million annually for replacement and reconstruction will be necessary to continue service at present levels. Our FY 72 construction funding is \$37.9 million for Building and Utilities and \$18.5 million for Parkways, Roads, and Trails. Thus, a serious conflict exists between maintaining existing capacity in the older parks and providing new facilities in recently authorized areas. This conflict cannot begin to be solved at the present level of construction funding. A further potential complication arises out of the Presidential commitment to the creation of national urban recreation areas such as Gateway in New York City and Golden Gate in San Francisco. The level of funding required to expeditiously develop visitor capacity for these areas (Gateway, \$140.7 million, Golden Gate, \$93.1 million) would utilize up to 40 percent of our present annual development funding.

Another matter is worth considering. Rising visitation has created terrible traffic problems in some of the more popular parks. Solutions to those problems in the form of revamped circulation and development patterns stressing public transportation are feasible, but will be expensive. At the present levels of funding, such innovative programs are impossible. The best we can do is patch up outmoded systems in order to maintain existing visitor capacity.

We estimate our present development needs at \$1.8 billion. In order to maintain capacity in existing areas and provide new development in recently authorized areas at a reasonable pace, we estimate the need for at least \$160 million annually.

The alternatives available are as follows:

1. Provide adequate funding levels to provide for replacement and reconstruction of existing deteriorating and inadequate facilities; new development at recently authorized areas; expanded development in areas where heavy visitation has made existing facilities inadequate and provide for innovative solutions to traffic problems.
2. Maintain present levels of development funding. This would require foregoing any development in recently authorized or new areas and simply maintaining capacity of existing developmental systems, or selectively close down existing park facilities and lower standards for replacement and reconstruction while providing selectively for new capacity in recently authorized areas.

The latter of these two alternatives seems unacceptable when one considers the National needs for continued development of the National Park System.

I recommend your approval and submission to the OMB and Congress of special legislation to give us contract authority to maintain a construction program at a level of \$160 million a year, plus annual increases in construction indices. I also urge consideration of amending the Department's Gateway National Recreation Area report to provide contract authority for development there.

OPERATING DEFICIENCY

The National Park Service has been under funded in its resource protection and maintenance operating programs for well over a decade. The Mission '66 program had as its major thrust park development without a corresponding increase in management and operating funds. Since that time the Service has been unable to provide sufficient emphasis in these areas to meet the increased demands. While efforts have been made to compensate for these shortages, by reducing to an absolute minimum and postponing all but the most crucial requirements, the backlog has been mounting steadily to the point where it is estimated that minimum increase of \$38.8 million is needed now to operate the Park Service areas at standard.

The demands on the Park Service for increases in operating funds derive from the need to accommodate several significant changes which have taken place in the recent past. Most obvious is the increased visitation (cited in the development section) and attendant need for expanded visitor services and maintenance. Presently, because of the shortage funds, preventative maintenance cannot be scheduled. Of the approximately 7,500 miles of road for visitor use and park access 4,200 miles are not maintained at standard.

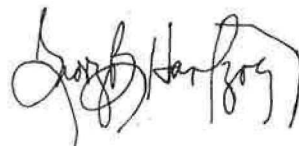
An additional 1,100 miles are so bad as to require replacement or resurfacing. The maintenance of buildings is equally bad due to lack of funds. In fiscal year 1968, the cost of building maintenance and operation per square foot of buildings for five other government agencies ranged from a low of about \$.77 per square foot to a high of around \$1.67 per square foot. Funding available to the Service for building maintenance and operation was \$.64 per square foot. This condition is aggravated when it is remembered that many of our public use buildings, such as Independence Hall, Custis Lee Mansion, etc. are extremely fragile irreplaceable historic structures which require an extraordinary amount of care.

The Service must accommodate to the changing and differing social values of the park users. As a group the visitors are better educated and more sophisticated and what they are seeking as a park experience varies widely from what has been acceptable in the past. There is a vital need for innovative programs of interpretation, park management and resource use to prevent further deterioration of resources and restore the sense of serenity and fulfillment to all park users.

Recently promulgated uniform standards for park operation have caused the estimates of resources required to meet deficiencies to be increased. In the past, estimates varied widely with the individual manager's ability to perceive his requirements for operating at an acceptable level. Further there were natural variations in program emphasis from manager to manager.

To cite an example of the unmet requirements for program funding to operate at standard in a specific park area, a recently completed review of operations at Yosemite National Park indicated an additional need in excess of \$8.5 million divided almost equally between visitor services and maintenance. The Park Service, by utilizing its already meager reserves has been able to provide less than \$1 million to meet this deficiency, and by so doing has no funds left this year to provide similarly for other areas. While the needs of other areas are not nearly as great, (Yellowstone \$1.3 million, Lake Mead \$0.2 million) unless adequate relief is obtained, the problems manifested at Yosemite may occur elsewhere. Short of having violence erupt, continuing deficiencies in operations will result in damage, possibly irreparable, to resources from over use, abuse and/or lack of maintenance and the ultimately more costly replacement of facilities. Additionally, there is an increased potential for accidents from unattended safety hazards. Finally, should the services deteriorate to an intolerable level over a sustained period of time, the Park Service risks losing popular support and, with it, the opportunity to continue to preserve the priceless National historic and natural heritage.

I have reduced the substance of this memorandum to a visual presentation which I shall be pleased to present to you at your convenience.





The 3-Billionth Visitor— A Long Wait

Dear Editor:

The Special Edition NPS Newsletter of August 1971 concerning the National Park Centennial 1972 brought to our attention the suggestion posed by someone in the Service that special recognition be given to the three-billionth visitor to the National Park System as a special event for the Centennial Celebration.

Immediately, this Division gathered its forces and began diligently working on the computation of the exact date and time of entry of the three-billionth visitor.

It was estimated that the event would take place on August 23, 1974 at approximately 1:10 p.m., unfortunately several years too late for the Centennial.

Furthermore, there are more than 280 areas within the System and our forecasters were hesitant to pinpoint the exact place at which the three-billionth visitor would enter. Consequently, we narrowed our vision and concentrated on estimating the date, time, and entry point of the fifty-millionth visitor to Yellowstone National Park.

Our intuition proved fruitful! The fifty-millionth visitor is tentatively expected to enter Yellowstone National Park on July 26, 1972 at 9:54 a.m. The most probable entry point will be the south entrance.

We will not bore you with the elaborate details of our computation. However, the estimates are based primarily on actual visits recorded at Yellowstone National Park from 1904 through 1970, an estimate of visitation prior to 1904, and the current ten-year forecast of visitation.

By July 4?

Visitation to Yellowstone through

June of 1971 is down 8.5 percent from visitation through June of 1970. If the trend continues it is quite probable that the fifty-millionth visit will not occur until later in 1972.

Hopefully, visitation will increase significantly later this summer and next year. If so, the fifty-millionth visit may occur on or about July 4, 1972!

Although our present estimate of date and time can only be considered preliminary and unquestionably subject to revision, we are quite confident that the fifty-millionth visit to Yellowstone National Park will occur in 1972.

We would appreciate your views on the recognition of the fifty-millionth visitor to Yellowstone as opposed to the three-billionth visitor to the National Park System as a proper and more credible commemoration of the Centennial.

We hope that we have been of assistance and that our alternative suggestion will be given serious consideration. Thank you.

Molly S. Brady
Economist
Division of Statistical Analysis
WASO

Heading South?

Dear Editor:

We need something in the NEWSLETTER like the New Yorker fillers at the end of articles. This one is choice, I think. We should share the fun as well as the serious.

(Taken from the NPS Directory, Glacier National Park.): Visitor accommodations available: May 15 through October 15 in East Glacier, Tel. 406-226-4841; October 15 through May 15 in Tucson, Ariz., Tel. 602-623-0345

Now that's what I call being realistic! (If da boids do it, why not visitors?)

Jean Swearingen
Curator
Southwest Regional Office

Avé, John Fisher

Dear Editor:

If I were...the Director, I'd establish an annual cash award for the park with the best or most innovative and effective program in living interpretation.

If I were...the award committee, I'd give it this year to Russell Cave for their courage and spirit in starting the hot stone cooking demonstration.

If I were...John Fisher...I'd be proud as all get out of my program and start looking for a lean, dark, free soul college type seasonal who'd be happy in a loin cloth (well, it's close) tending the fire next summer.

If I were...my own master, I'd rush down there to see the demonstration, because my 20th century mind still boggles at believing you really can cook this way.

What marvelous feedback. Do you suppose that other parks with new programs could be persuaded to write to you? Now that we can no longer ask for reports on living interpretation, letters to you are about the only way we're apt to learn about greatness in the field.

Avé, John Fisher!

Nan V. Rickey
Interpretive Planner
Harpers Ferry Center

EDITOR'S NOTE: Because we had such tremendously favorable response to our July 12 issue containing articles from NPS personnel, we plan in the future to dedicate every fifth or sixth issue of the NEWSLETTER to short features from parks and regions on a variety of subjects—interpretation, administration, maintenance, etc. Any NPS employee may submit material for our consideration.

In addition, the COURIER, published by the NPS Employees and Alumni Association, will continue to use similar features; and items submitted for one publication will be considered for both. For instance, the September issue of the COURIER will contain an indepth photo story by John Fisher on Russell Cave's cooking demonstration.

Under our hat

MAINTENANCE TRAINING TEAM:

The Division of Training held two maintenance training planning sessions at Albright and Mather Training Centers early this year. The forty representatives at these sessions came from maintenance, management, or staff disciplines at the WASO, Region, Field and Service Center levels.

A result of the planning and priority setting efforts of these sessions was a Maintenance Training Planning Team. This Team is comprised of individuals who attended the earlier planning sessions.

The Team first met in Washington last June. A second meeting is scheduled for September 21-24 at Rocky Mountain National Park, reports Tom Monroe, maintenance training coordinator.



Left to right: Rodney Lowe, Ch. of Maintenance, SHEN; Tom Monroe; Denis Galvin, instructor, ATC; Ron Cotten, engineer, SWRO.

"Let the Team members know your thinking," says Tom, "for your contributions may help overcome a problem. All resource capabilities are needed to produce a useful maintenance training program for the future. Team members are seeking your input and support in achieving the results indicated in their primary responsibility areas identified below."

1. Develop a career ladder and job element system related to training--completion target date: April 1972. Team Sub-Group: Tom Weeks, Midwest Regional Office (Midwest Region rep); Neil Thorne, Cape Hatteras; Steve Lynch, WASO, Di-

vision of Recruitment and Employee Evaluation (Division rep); Dale Sipes, National Capital Parks, Brentwood (NCP rep).

2. Develop a professional maintenance intake program--completion target date: April 1972. Team Sub-Group: Bob Haraden, Natchez Trace Parkway (Southeast Region rep); Rodney Lowe, Shenandoah.

3. Develop a "Resource Management Orientation" package--completion target date: December 1971. Team Sub-Group: Jerry Eubanks, Sequoia-Kings Canyon (Western Region rep); Bill Birdsell, Ohio Group (Northeast Region rep).

4. Evaluate and recommend special maintenance training opportunities (pollution and other)--completion target date: Continuing

throughout FY 72. Team Sub-Group: Bob Shelley, ESC (ESC rep); Al Heubner, WSC (WSC and Pacific Northwest Region rep); Gary Everhardt, Yellowstone; Ron Cotten, SWRO (Southwest Region rep).

5. Develop new maintenance courses--completion target date: September and October 1971. Team Sub-Group: Tom Monroe, WASO (Servicewide Maintenance Training Coordinator, Team Chairman, WASO rep); Denis Galvin (Albright Training Center rep); Clyde Maxey (Mather Training Center rep); Steve Williams (D.C. Training Center rep).

For additional information, contact a team member or Tom Monroe, WASO, (202) 343-8823.

WILDERNESS HEARING: Public Hearings for wilderness proposals have been announced for two National Park System areas. Hearings for Yosemite National Park are to be conducted at 9:00 am, September 11, at Mammoth Lakes; September 14, in Yosemite Valley; and September 16 in San Francisco, California.

A hearing for Point Reyes National Seashore is to be held at 9:00 am, September 23, in San Rafael, California.

In addition a public meeting will be held preceding the day of the hearing in each location concerning the master plans for these areas. Packets containing information about the meetings and hearings are available by request from the respective superintendents or the Western Regional Office.

NEED BOOKS AVAILABLE: The NEED classroom book for fifth and sixth grade use, "Adventures in Environment," is available through the Silver Burdett Publishers, Morristown, New Jersey. Although it retails for \$2.08, it is available to schools and cooperating associations for \$1.56. The publishers have also produced a picture packet of color photos printed on both sides of 12 large cards depicting environmental situations and conditions in parks and cities. Together with a teacher guide for classroom use, the packet is available to NPS and schools for \$25 if ordered prior to September 30. Retail price is \$32.

NEW BOOK: "Islands of Hope" is a new book on environmental management and interpretation by William E. Brown of Santa Fe, now environmental education specialist for the Southern Arizona Group. Published by the National Recreation and Park Association the book is based on two environmental interpretation institutes cosponsored by the NRPA and the NPS. Available from NRPA's Publication Center, Washington, D.C. 20006. Price is \$3.95 plus \$.50 handling.

New Faces

Berner, Deborah S., to Clk. Steno., Yellowstone NP
 Berry, Betty J., to Admin. Asst., WASO
 Bridgman, Jeri L., to Clk. Steno., Yellowstone NP
 Casavant, Wilfred E., to Pk. Techn., Saratoga NHP
 Greenwell, Francis A., to Asphalt Worker, NCP-Central
 Huntington, Donna C., to Clk. Steno., MWRO
 Jackson, Annie E., to Payroll Clk., WASO
 Johnson, Bettemae, to Pers. Clk., Grand Teton NP
 McKay, Lee O., to Laborer, George Washington Mem. Pkwy.
 McMaster, Lucille M., to Clk. Typist, ESC
 Richie, David A., to Pk. Mgr., George Washington Mem. Pkwy.
 Roach, Thomas, to Laborer, George Washington Mem. Pkwy.
 Rogers, Richard, to Spec. Asst. to the Dir., WASO
 Ross, Anna Maria, to Sec., ESC
 Spoonire, Donald L., to Maintenance Worker, NCP-North

New Places

Bancraft, William L., from Pk. Ranger, WASO, to Mgmt. Biologist, Everglades NP
 Bohannon, Charles F., from Archeologist, WSC, to same, WASO
 Good, John M., from Pk. Mgr., Acadia NP, to same, Yosemite NP
 Goodman, Bernard, from Supv. Pk. Ranger, Cumberland Gap NHP, to Historian, SERO
 Suracdy, Paul D., from Pk. Ranger, Kennesaw Mtn. NBP, to Supv. Pk. Ranger, Cumberland Gap NHP
 Hardy, Carl D., from Ch. Br. of Operations, WASO, to Supv. Pers. Staffing Spec., WSC
 Holcomb, James H., from Pk. Ranger, Yosemite NP, to Pk. Techn., Crater Lake NP
 Licari, Jerome L., from Pk. Ranger, Badlands NM, to Supv. Pk. Ranger, Ozark NSR
 Petterson, Bertil R., from Realty Spec., Colonial NHP, to same, SERO
 Putman, Sylvester, from Supv. Pk. Techn., JNEM, to Pk. Mgr., Fort Union Trading Post NHS
 Ritenour, David R., from Gardener, NCP-Central, to same, Wolf Trap Farm Pk.

Rourke, James E., from Realty Spec., ESC, to same, NERO
 Schmidt, Loretta L., from Pk. Ranger, Boston Group, to same, WASO
 Smith, Kenneth, from Supv. Civil Engr., PNWR, to Civil Engr., ESC
 Spurgeon, John M., from Concessions Program Spec., ESC, to same, MWRO
 Whalen, William J., from Supv. Pk. Ranger, NCP, to Pk. Mgr. (Deputy Supt.), Yosemite NP
 Wolfe, James F., from Pk. Mgr., Fire Island NS, to same (Asst. Supt.), Yosemite NP

Out of the Traces

Ciucci, Thomas S., from Maintenance, Petersburg NB
 Finagin, Archie L., from Captain, U.S. Pk. Police, NCP
 Fletcher, Natalie V., from Sec., ESC
 Flying, Dorothy Y., from Clk. Steno., WASO
 Frisby, Noble R., from Tractor Operator, Natchez Trace Pkwy.
 Gagen, Mary B., from Sec. (DMT), Everglades NM
 Gates, Marshall G., from Pk. Ranger, Yellowstone NP
 Glenn, William Lee, from Painter, NCP
 Gray, Vicki, L., from Clk. Typist, NCP
 Griffin, John W., from Supv. Archeologist, SE Arch. Ctr.
 Haddow, Arlene R., from Clk. Typist, Golden Spike NHS
 Harris, William J., from Laborer, Statue of Liberty NM
 Hausenfluck, Maxwell, from Tractor Operator, Wolf Trap Farm Pk.
 Headlee, Willis L., from Captain, U.S. Pk. Police, NCP
 Heenan, Ann M., from Clk. Steno., NERO
 Hescok, Wilbur B., from Heavy Duty Mechanic, Crater Lake NP

Hoehn, Frederick C., Jr., from Carpenter, Independence NHP
 Holfar, John A., from Sgt., U.S. Pk. Police, NCP
 Hopson, Mitchell R., from Laborer Leader, Blue Ridge Pkwy.
 Hughes, John K., from Metal Fence Erector Foreman, NCP
 Johns, Lewis B., from Janitor Leader, NCP-Central
 Johnson, Clarence W., from Museum Techn., MW Archeological Center
 Jyekka, Edward W., from Employee Develop. Spec., NCP
 Kelly, W. Connis, from Fire Dispatcher, Great Smoky Mtns. NP
 Kocher, Thomas E., from Foreman II, Maintenance, MWR
 Loomis, Rosemarie, from Pk. Techn., Chalmette NHP
 Manning, Janice A., from Clk. Typist, Blue Ridge Pkwy.
 Marchington, Joanne B., from Clk. Steno., MWR
 McDonald, Melvina, from Staffing Clk., WASO
 McLeod, Norman, from Mason Gen. Foreman, NCP
 Miles, Howard C., from Pipefitter, Rocky Mtn. NP
 Mitchum, Steven E., from Laborer, Castillo de San Marcos NM
 Moneymaker, Greenlee L., from Painter Foreman, NCP
 Moore, Sally Ann, from Pk. Guide, Virgin Island NP
 Morris, Mary E., from Clk. Typist, SERO
 Nelson, James O., from Pvt. U.S. Pk. Police, NCP
 Nelson, Raymond L., from Program Coordinator, WASO
 Neubauer, Franklin J., from Landscape Arch., ESC
 Nugent, Francis B., from Librarian, MWRO
 Olszewski, George J., from Historian, ESC



NPS NEWSLETTER

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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)