



SOLVING PEOPLE PROBLEMS IN PARKS

"We tolerate variety in the park, and we should tolerate variety in people."

Yosemite Finds A Way

By Loretta DeLozier

(Part I of Two Parts)

"The Park Service has provided a paramilitary solution to what is a social problem."

This scathing indictment appeared in a July 25, 1971 article in the *New York Times* about Yosemite National Park.

Entitled "National Parks: A Report on the Range War at Generation Gap," the article described the problems Yosemite has faced since the riot that occurred there at Stoneman Meadow on the weekend of July 4, 1970. The event made headlines at the time and has been the subject of many articles since.*

Most park officials familiar with the situation attribute the riot to several causes:



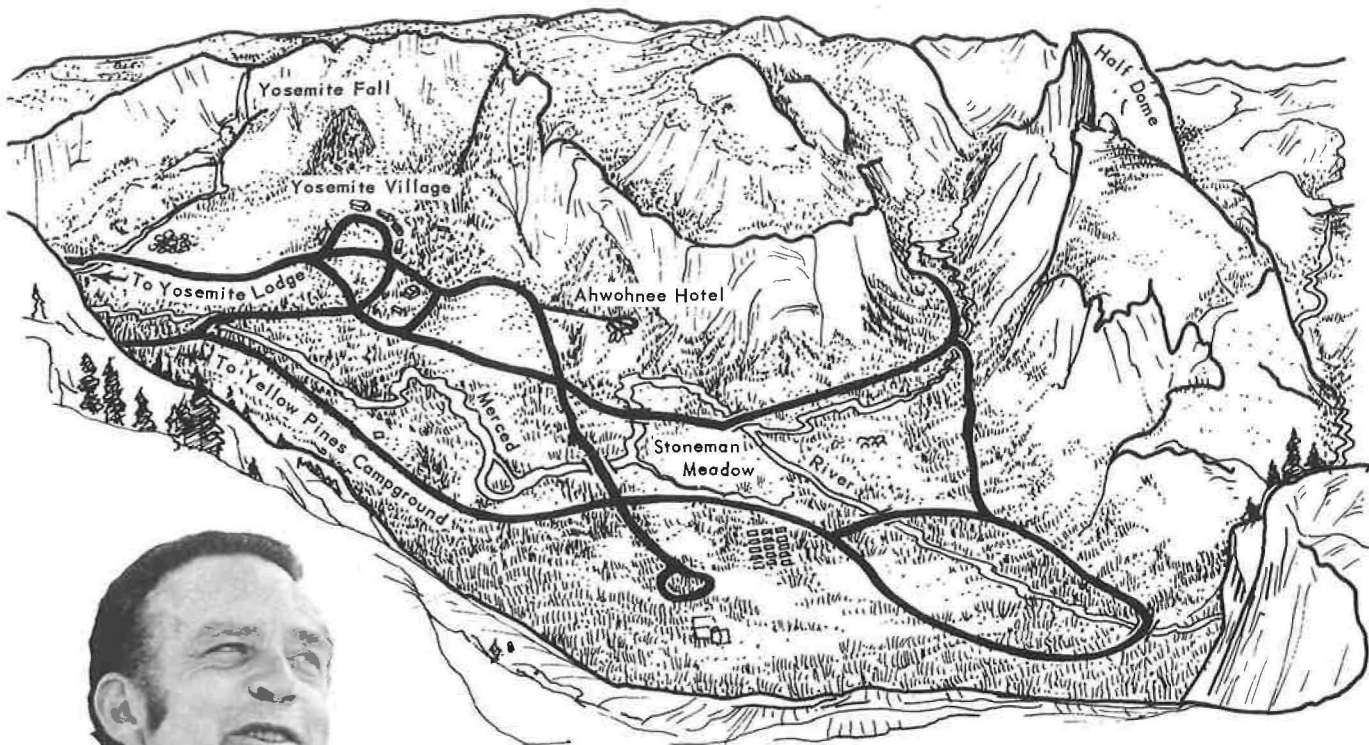
- Too many people crowded in too small a space. (Over 2.5 million visitors come to Yosemite each year, most of them crammed into the seven square miles on the valley floor).
- An influx of large groups of college-age youths (sometimes called "hippies" or "freaks") whose values and lifestyles often conflicted radically from the more "straight" visitors. Among the youths were some

militants who deliberately provoked trouble.

- When violence finally occurred, the park staff was both ideologically and tactically unprepared for it. Rangers, many untrained in law enforcement techniques and personally repulsed by the youth culture, were expected to enforce regulations under unfamiliar and difficult circumstances.

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*See the May 1971 issue of *Natural History Magazine*; the August 21 and 28, 1971, issue of *The New Republic*; and the Sept. 3 issue of *Life*.



YOSEMITE VALLEY: "Over 2.5 million visitors come to Yosemite each year, most of them crammed into the seven square miles on the valley floor."



NEW SUPERINTENDENT LYNN THOMPSON: "It's difficult for me to believe that all our countrymen can't live here peacefully."

PROBLEMS

(From page 1)

Following the riot, the Park Service beefed up its law enforcement activities in the park. A U.S. Park Policeman was added to the staff to give advice, and extra rangers and park policemen were sent there on the next holiday weekends to take care of expected trouble.

Law enforcement rangers were armed and given special riot train-

ing, and a team of horses was police-trained for use in maintaining order. Car safety checks were held and park regulations were strictly enforced.

As a result, the park seemed peaceful and no further major disturbances occurred. However, the heavy emphasis on law enforcement created a new problem in the eyes of many people.

"Many of the younger visitors to Yosemite believe the Park Service and its concessioners are systematically trying to shut them out of the valley," the *Times* article continued. "...It is as if the Park Service had missed a decade somewhere, as if it believed that the young people would just go away if the game got mean enough."

Unfortunately the *Times* article was written too soon to report on many dramatic changes in park management and philosophy made at Yosemite this summer—changes which do focus on finding social solutions to social problems.

These changes were the result of Director Hartzog's week-long visit to the park over this past July 4. The Director, accompanied by Assistant Secretary of the Interior Nathaniel P. Reed, talked to park employees, concessioners and visitors—both young and old—to personally gather feedback on what the people were thinking.

At the time Hartzog said of the youth: "They are idealistic, highly motivated and, as a matter of fact, enthusiastic park users, and I am concerned that we have not been responding to them as we should have in the context of their needs."

"We are going to try and move more creatively to respond to this."

And he did. By the middle of the month he had appointed four new staff members to the top management posts, and provided additional funds and brought in 15 urban interpreters to help set up a revamped interpretive program. He also added four permanent interpretive positions to the staff.

The following, based on a recent visit to the park, is a report on the people and programs at Yosemite. It is a description, not a judgement. However, some of the problems of Yosemite are being faced by other parks, and certainly the solutions will be of interest—particularly because, as the Times article shows, these problems are well publicized, and park employees all over the country are being asked about them.

New Management Team

The new superintendent of Yosemite is Lynn H. Thompson, former acting director of the Office of Legislation, WASO. A Yale graduate, he entered NPS as a ranger at Yellowstone in 1957. He also served as concessions analyst in WASO, management assistant at Yosemite and superintendent at Haleakala National Park, Hawaii.

Talking about Yosemite, Lynn says, "Some people tell us, 'Parks are for people, but keep those hippies out!'"

He does not share that view but

adds, "This is a glorious place, and it's difficult for me to believe that all our countrymen can't live here peacefully."

Lynn's approach is firm but low key, and his stress is on trying out new methods. He has, for instance, issued strict controls on the carrying of firearms.

Also, in an experiment with Inspector Frank Arthur, chief of the WASO Division of Law Enforcement, six park policemen sent to Yosemite this Labor Day wore Stetson hats and new blazers to test public reaction to a uniform change. ("The reaction to the hat was especially favorable," Frank reports.)

Lynn does not, however, foresee a reduction in law enforcement activity in the park. "We hope to match our heavy emphasis on law enforcement with an equal emphasis on interpretation," he explains.

Assisting Lynn is a new management team headed by Deputy Superintendent Bill Whalen, former chief of Urban and Environmental Activities at National Capital Parks.

The new assistant superintendent for maintenance and operations is Jim Wolfe, former assistant superintendent of the New York City Group. Reporting to him are the chiefs of three divisions: Carl Reynolds, administrative management; Wayland Fairchild, maintenance; and (yet to be filled) resources management.

John Good, former superintendent of Acadia National Park, is the new assistant superintendent for interpretation and visitor services. Reporting to him are also three division chiefs: Bill Jones, interpretation; Jack Morehead, visitor protection; and Lew Albert, visitor services and public information.

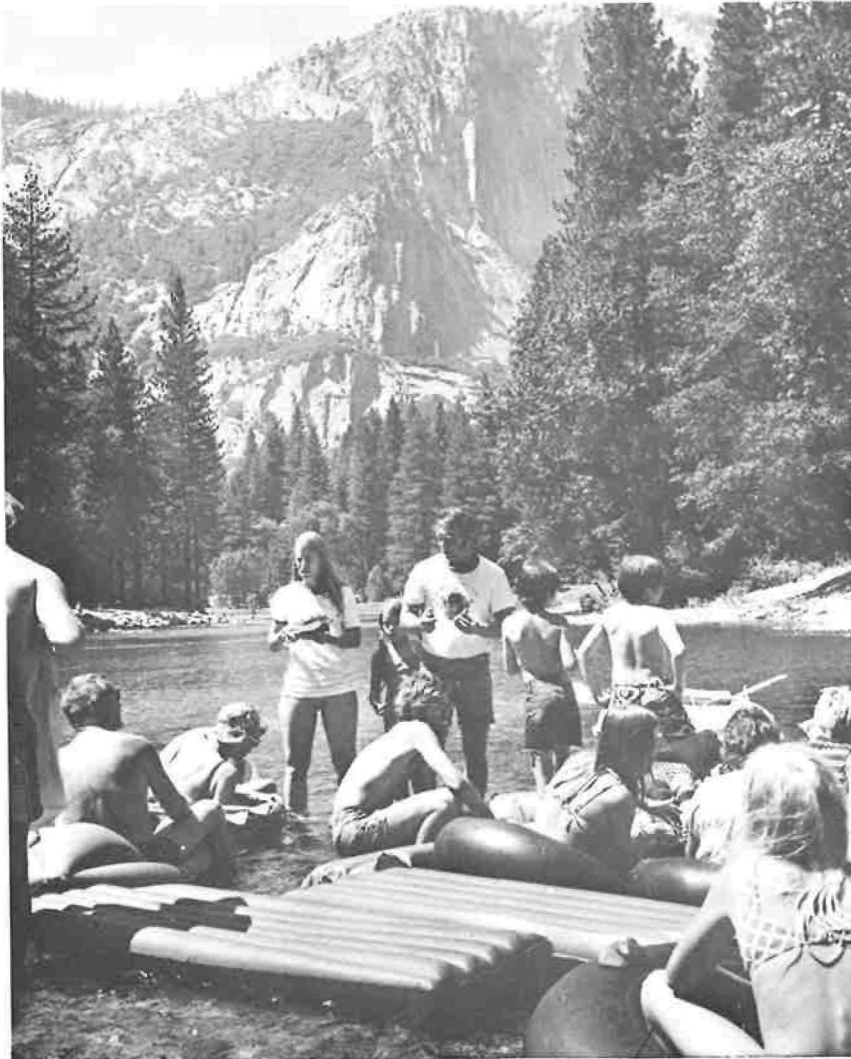
Not all the staff is new, by the way: Bill Jones, Wayland Fairchild and Lew Albert are long-time Yosemite employees.

Also, not all of the changes in the park have come this year, either. For instance, to discourage driving in the park, many roads in the

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OPEN-AIR SHUTTLEBUSES (this one a double-decker) provide regular, quick transportation to all points in the valley.





INTERPRETING THE RIVER: Rangers Diana Graves and Roger Rudolph lead an "eco-float trip" down the Merced River. "The river was at one time considered only a scenic resource, no swimming or rafting," explains Bruce Fincham, organizer of the trip. "Now we realize that it also has tremendous potential for teaching environmental concepts in an enjoyable way"

valley had already been closed to car traffic or made one way. A free shuttle bus (now in operation) had been planned to give regular, quick transportation, and the number of campsites in the valley had been reduced.

The master plan, already prepared and now up for public discussion, calls for the elimination of all car traffic in the valley. It proposes that NPS administrative offices, some concession and maintenance facilities, car-associated camping and employee housing be moved out of the valley.

Most of the valley facilities would

be moved out to the Big Meadow area, where a transit system would haul visitors into the valley. (A similar system is already being used in the Mariposa Grove.)

The master plan also proposes a high-level bridge to cross the Merced River gorge to connect the Wawona and Crane Flat roads so that car traffic will bypass the valley.

New Interpretive Programs

New this summer were a whole series of interpretive programs begun by 15 urban interpreters temporarily detailed to Yosemite. According to Bruce Fincham, coordinator of the group, a major role of this summer's activities was to bring man and his environment into closer harmony.

"That environment includes not only the natural world of sun, air, water and soil, Bruce explains; "It also includes the human or cultural world—man's relation to man, and his inescapable interdependence upon one another."

Bruce says that their interpretive efforts were geared to "humanizing" the park experience—providing active participation for visitors and different perspectives of the park.

The next issue of the NEWSLETTER will highlight these programs and the response of visitors and park personnel to them.



COMING NEXT ISSUE: (L. to R.) Dave Vassar, John Carrington and Ken Thelen were members of the group of 15 interpreters who set up new programs in Yosemite, described in the next issue of the NEWSLETTER.

"Our problems last year were people conflicts," Ken explains. "People weren't in contact with each other, or what contact they had was negative. Our programs bring them together, and they have a better appreciation for the park, too."

NPS Ladies Recipe

B

from Harpers Ferry
"Lady Arrowheads"

SUCCESSFUL CRAFTS BAZAAR

3 Oil Paintings 8 Stained Glass Mobiles 72 Boxes Dumb Dots Notes 1 Wood Carving 17 lbs. NPS Cook Books 61 Jars of Pickles 107 Glasses of Jelly 79 Glasses of Jam 6 lbs. Fudge 2 lbs. Candied Grapefruit	23 Loaves of Bread 19 Cakes 7 Pies 4 Wool Afghans 3 Knitted Stoles 47 Houseplants 11 Dried Flower Pictures 2 Beaded Flowers 28 Willing Lady Arrowheads
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Combine first 5 ingredients and mix well. Divide onto 8 tables. Add pickles, jelly, jam, candy and baked goods. Wrap in stoles and afghans. Garnish with plants flowers and attractive willing Lady Arrowheads. Bake 1 1/2 hour on sunny day at 70°. Serve immediately. Makes gourmet contribution to Employees & Alumni Scholarship Fund and a great day for all.



LADY ARROWHEADS COOKBOOK

Compiled by the NPS Womens Organization of Harpers Ferry

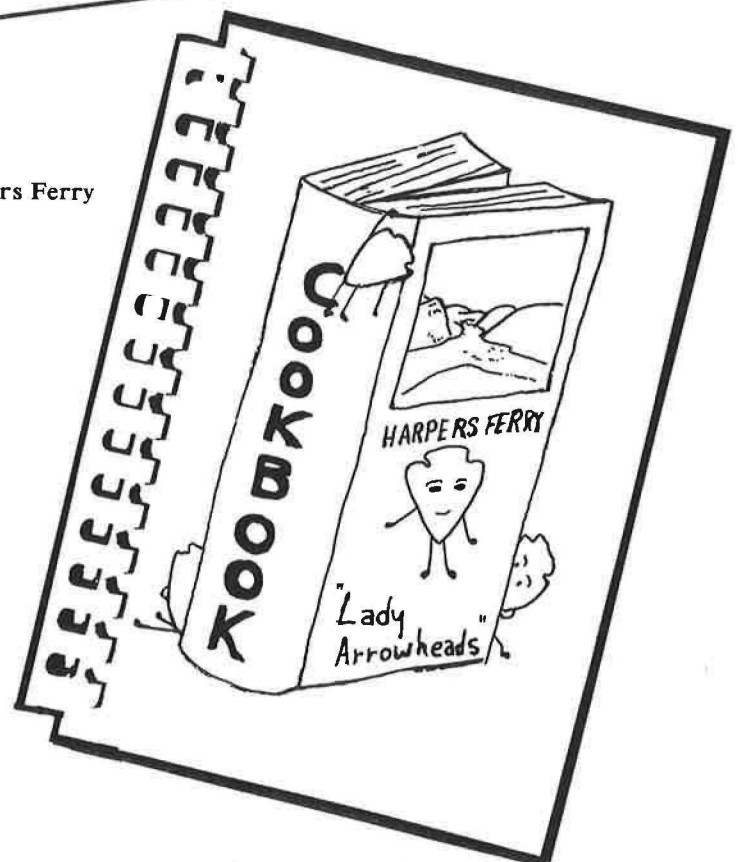
Illustrated by Phyllis M. Thornburg

Printed by Harpers Ferry Job Corps

The cookbook which contains 296 recipes is available for \$2.00 plus 25¢ shipping charge from:

Mrs. James C. Roach
Box 443
Harpers Ferry, W. Va. 25425

CHEF'S COMMENT: Those of us who were not able to attend the successful crafts bazaar held at Harpers Ferry on October 9th can support the Employees & Alumni Association Education Fund and provide our families and friends with a delightful variety of culinary treats by buying a copy.





Bill Lane, Chairman of the National Park Centennial Commission

“Who says you have to be born near Yellowstone to love it?” asks Bill Lane, chairman of the NPS Centennial Commission.

Bill has been concerned about criticism that not all of the Commission’s members are from western states. He says that the members are qualified, dedicated people who have no provincial motives and who bring a great deal of expertise to the commission.

To emphasize his feelings about the Commission and to personally investigate adverse publicity on Yellowstone, Bill visited the park last month and met with Wyoming Governor Stan Hathaway and Wyoming Tourist Director, Frank Norris.

After talking to Yellowstone Superintendent Jack Anderson, Bill reported to Governor Hathaway on the projects underway at the park and the funds being spent on construction for next year.

Bill explained that while 1972 has been designated the National Parks Centennial Year, Yellowstone National Park will be a center of attention.

“The creation of Yellowstone gave birth to an idea that has grown worldwide,” he explained and added, “We have a big job to do in a very short time and I’m asking for your support.”

“One of the Great People of Our Country”

He got it. Governor Hathaway assured Bill that Wyoming would support the Commission and the anniversary celebration.

“You and the Commission have our full support. We’ll help in any way we can.”

The Governor had praise for the job NPS is doing in Wyoming, and at the same time expressed dismay over the adverse publicity Yellowstone has received this year.

“I invite anyone who is going to write about the park to first visit the area, and they will find no litter problem, no people problem and no areas of serious congestion,” he said.

Bill’s trip to Yellowstone is just one example of his energy and persistence, the type of mind-probing and prodding that has kept his commission from being just a rubber stamp.

He has the drive that gets things done and the enthusiasm (coupled with a warm, deep voice and a direct, look-you-in-the-eye approach) that makes others want to do them too.

“Bill doesn’t stand still when he can run, and while he’s running he’s always thinking,” says another Bill—Bill Briggie, NPS staff director for the Centennial and superintendent of Glacier National Park. “I’m personally delighted to have the opportunity to be associated with him—he’s one of the great people of our country.”

A resident of California, Bill Lane is publisher of Lane Magazine and Book Company, president of **Sunset Magazine** and member of the Board of Yosemite Park and Curry Company. He has also served as chairman of the California Tourism and Visitor Services Commission.



Bill Lane and Richard Mellon (left) talk to another member of the Centennial Commission, Henry Hoffstot. At the Sept. 29 meeting Mr. Mellon was elected vice chairman of the Commission. A member of the Pennsylvania American Revolution Bicentennial Commission, he is also on the Board of the National Park Foundation. (The next meeting of the Commission is scheduled for Nov. 19).

MUG HOUSE: The Park Service has published the fourth in a series of archeological research reports on Wetherill Mesa at the western edge of Mesa Verde National Park. Titled "Mug House," the 280-page hard-cover book is a highly readable study of early American man's relationship with his environment. It costs \$5 from the Superintendent of Documents, Government Printing Office, Washington, D.C. 20402.

HEARINGS IN SOUTHWEST: Master Plan discussions and Wilderness hearings will be held at two Southwestern areas next month: Carlsbad Caverns on Nov. 19-20 and Guadalupe Mountains National Park Nov. 22-23.

THE DIVISION OF EQUAL OPPORTUNITY has established a lending library for the use of all employees, WASO, NCP, or those visiting Washington. Included are materials on race relations, psychology, sociology, career and training opportunities, fiction and other related topics. If employees have any books to share, they can loan or donate them to the library, Room 708 A, 801 Building, WASO.

TRAINING MOVES: The Division of Training, WASO, has moved to Harpers Ferry, West Va. Purpose is to link the Servicewide training program more closely with field operations. "Any move outside Washington, D.C. would help to accomplish this," reports Frank Goodell, chief of the division. "Ours is essentially an operational, field-oriented activity. The move of division headquarters underscores our intention to make the Servicewide training program more responsive to the needs and problems of the field workforce."

CENTENNIAL MOVE: Jim Coleman, Staff Assistant for the National Park Centennial is transferring to Yellowstone as assistant superintendent for the Centennial. Jim has worked with the Centennial Advisory Committee and the Commission and will be coordinating plans in the park.

Under our hat

DRUG ABUSE WORKSHOP: The Great Onyx Job Corps Center, in cooperation with Western Kentucky University, conducted a Drug Education Workshop July 26- August 6. Participants included Job Corps staff and other NPS personnel. The workshop covered pharmacology of narcotics, Job Corps and NPS policy toward drug abuse and recognition of narcotics as a real problem in today's society.

COST OF LIVING ALLOWANCES: Federal workers in four areas will continue to get cost of living payments for another year. The Civil Service Commission makes annual determinations for these areas, bases on living costs in Washington, D.C. Payments for Alaska are 25 percent above base pay; 15 percent for Hawaii; and 5 percent for Puerto Rico and the Virgin Islands.

NEW REGIONAL DIRECTOR: Chester L. "Chet" Brooks, superintendent of Independence National Historical Park, Pa., is the new director of the Northeast Region. He replaces Hank Schmidt who is the new assistant director of NPS for field operations.



Chet began his NPS career in 1951 as a historian at Theodore Roosevelt National Memorial Park and has served in many field areas as interpretive specialist, park planner and superintendent. He has been superintendent of Independence since 1969.

BOB HOPE AT FORD'S THEATRE: Bob Hope will headline the second annual "Festival at Ford's" which will be shown nationally on NBC-TV, Monday night, November 15. (Check local listings for time.)



DEAR EDITOR:

Would you be good enough to print the following statistics for the benefit of Earnest Scott, Park Ranger, Dinosaur National Monument (see NEWSLETTER, August 23) and anyone else who needs NPS facts on Equal Employment Opportunity.

Seasonal Employment - 1970

	Total Employees	Total All Minorities
May	1,376	120
June	3,684	266
July	4,676	110
August	3,924	3

I would also suggest that Mr. Scott seek advice and assistance from either his personnel officer or learn to read the Federal Personnel Manual specifically Chapters 315 on Employment and 713 on Equal Opportunity.

Gayle Lynd
Personnel Records Branch
Division of Recruitment and
Employee Evaluation WASO



People On The Move

NEW FACES

Domingue, Ray P., to Laborer, Catocin Mtn. Pk. & Balt. Wash. Pkwy.
Hendrix, Robert F., to Group Leader, Mammoth Cave NP
Kelly, Raymond M., to Pk. Aid, George Washington Mem. Pkwy
Kreider, Kathryn M., to Sec., WASO
Lance, Christie A., to Clk. Typist, Padre Island NS
Lucke, Thomas W., to Legal Asst., WSC
Pierson, James, to Guard, U.S. Pk. Police, NCP
Rodriguez, Joel R., to Auto. & Eng. Equipment Mechanic, Big Bend NP
Skaggs, Virginia B., to Clk. Typist, Ohio NPS Group
Taylor, John N., to Gardener, NCP-East

NEW PLACES

Antosca, Joseph N., from Civil Engr., ESC, to Pk. Mgr. (Supt.), NCP-North
Blaisdell, James A., from Pk. Ranger, WRO, to Research Biologist, PNWRO
Bradsher, James W., from Gen. Supply Asst., Canyonlands NP, to Prop. Mgmt. Asst., Grand Canyon NP
Breazeale, Robert M., from Maintenance Supv., Everglades NP, to same, Sequoia-Kings Canyon NP
Donaldson, John C., from Pk. Ranger, Joshua Tree NM, to same, Lake Mead NRA
Ford, Robert B., from Pk. Ranger, Delaware Water Gap NRA, to same, NCP-North
Honigan, Curtis A., from Realty Spec., Virgin Islands NP, to same, WASO
Jessen, Jay L., from Supv. Pk. Ranger, Big Bend NP, to same, Joshua Tree NM
McLean, David J., from Pk. Ranger, Yosemite NP, to Supv. Pk. Ranger, Lake Mead NRA
Peterson, Luther T., from Pk. Mgr. (Supt.), Big Bend NP, to Supv. Pk. Ranger, SWRO

Stark, Jack E., from Pk. Mgr. (Asst. Supt.), Shenandoah NP, to Pk. Mgr. (Supt.), Everglades NP
Thompson, Milton E., from Pk. Mgr. (Supt.), Ozark NSR, to Historian, JNEM
Wilson, Dan L., from Landscape Arch., WSC, to same, Lake Mead NRA
Wilson, Ronald G., from Pk. Techn., Gettysburg NMP, to Pk. Ranger, Allegheny Portage RR NHS

JOINING THE ALUMNI

Adams, Charles C., from Inspector, U.S. Pk. Police, NCP
Cowley, Pat W., from Sgt., U.S. Pk. Police, NCP
Davis, Robert L., from Supv. Civil Engr., Great Smoky Mtns, NP
Giles, Carol M. F., from Clk. Typist, Fort Davis NHS
Guenther, Alonzo B., from Heavy Duty Mechanic, Mt. McKinley NP
Heath, Betty R., from Sec. Steno., PNWRO
Hull, Martha B., from Pk. Techn., NCP-Central
Kessel, Samuel T., from Pk. Techn., Gettysburg NMP
McGuirk, Kathleen L., from Archivist, Morristown NHP

McKinney, Glenn E., from Maintenance Worker, Blue Ridge Pkwy.
Moyer, John Willard, from Gardener, Landscape, NCP-Central
Preston, Edmund R., from Historian, WASO
Pickett, Shelby J., from Card Punch Operator, U.S. Pk. Police, NCP
Shoemaker, Carroll W., from Captain, U.S. Pk. Police, NCP
Stevens, Edward A., from Pvt. Techn., U.S. Pk. Police, NCP
Stevens, Raymond A., from Pk. Ranger, Mount Rushmore NP
Svancara, Rose M., from Sec. Steno., Grand Teton NP
Symes, Denis J., from Program Analyst., WASO
Thompson, Bernadine D., from Sec. Steno., PNWRO
Tippett, Winifred M., from Pers. Staffing Spec., NCP
Webster, Dorothy M., from Sec. DMT, WASO
Wilmer, Laurence W., from Equip. Spec., Blue Ridge Pkwy.
Wilson, Josephine E., from Clk. Typist, WASO
Zelinski, Henry W., from Admin. Off., NCP



NPS NEWSLETTER

U.S. Department of the Interior National Park Service



Issued biweekly by the office of the Director as a communication medium for Service personnel. Edited and published by the Division of State and Private Assistance.

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