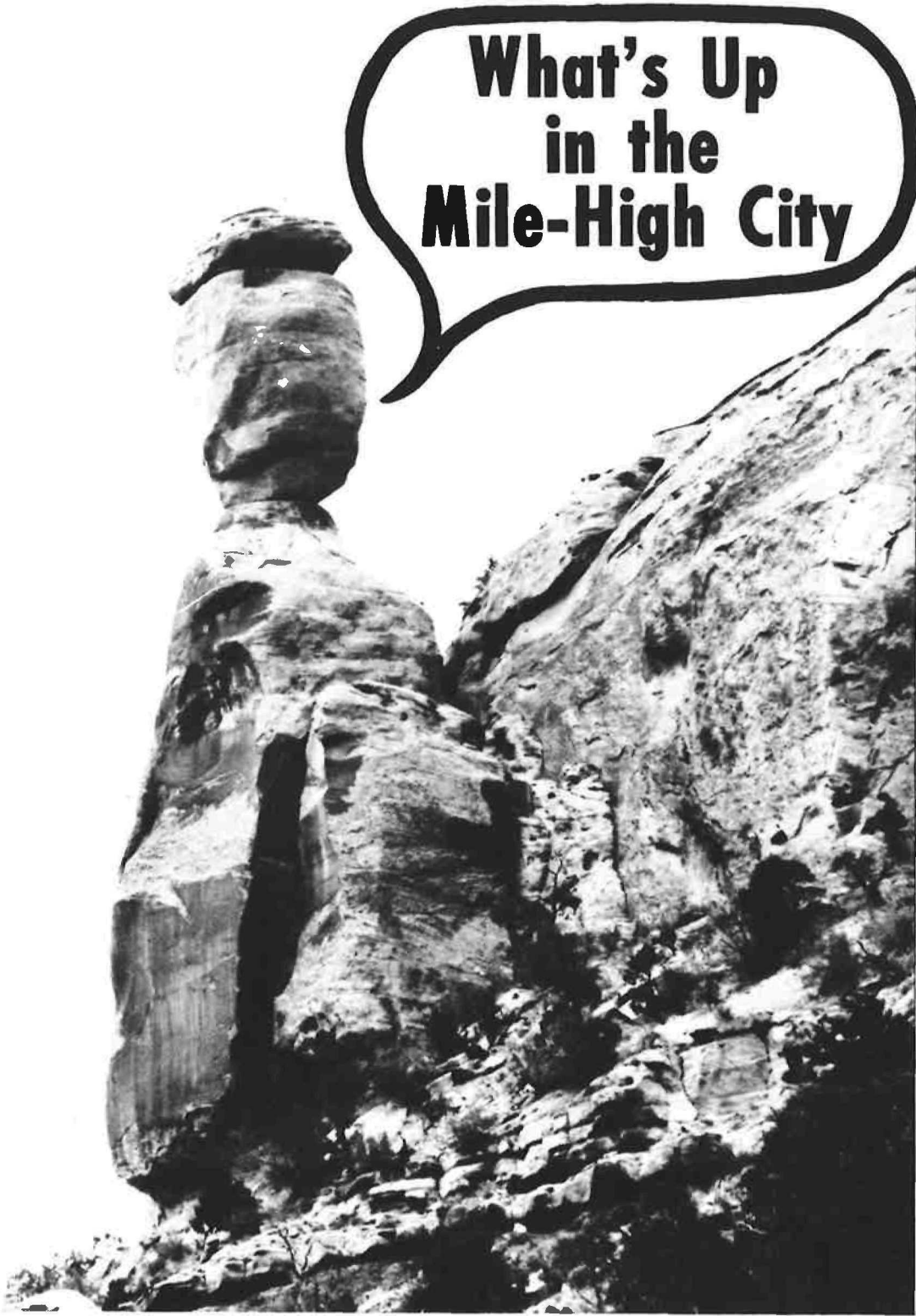




What's Up in the Mile-High City

By Ron Greenberg

Now that the NPS spotlight is shining on Denver, the new location of the combined Eastern and Western Service Centers, it seems appropriate to call attention to the Park Service's first official representatives in the Mile-High City, the Denver Field Office.

The Denver Field Office was created in 1966 to handle information services in Colorado. Today the staff consists of an information secretary, an environmental education specialist and a State coordinator who heads the office. The latter is Dick Strait.

Dick came to Denver as the Service's first full-time state coordinator. A landscape architect, Dick has worked at Grand Canyon, Rocky Mountain, the Western Service Center and the Midwest Regional Office.

GETTING KNOWN

"A lot of people don't know who we are," says Dick, "but once they find out we're here there's always something we can do for them." "They" are conservation groups, state travel people, school groups, tourists, and many others. Dick works with representatives of other government agencies having regional offices in Denver, travel agencies and chambers of commerce. He conveys to them information about NPS programs and offers assistance for projects and meetings.

Dick is included in new area studies, wilderness hearings, conservation matters outside NPS

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What's Up

(From Page 1)

boundaries, and historic preservation programs. Besides all of this there is often some special function requiring coordination and logistical support. Two recent events were the President's visit to Grand Teton and a stop in Denver by the Secre-



Dick Strait

tary's Advisory Board. There are also superintendents conferences and visits by NPS "brass."

HOW MANY TREES ?

As if all this isn't enough for a three "man" office, there is a continuous deluge of telephone and personal callers as well as mail inquiries from the traveling public.

The staff member with all the answers, according to her boss Dick Strait, is Karen Whitney. Most of the questions Karen has to answer are about the Colorado National Parks, Yellowstone and Grand Teton.

"In the spring everyone wants to go to the Southwest," she adds, "so I have to take care of those areas, too." Often other government agencies refer callers with questions about their own operation to Karen, a drawback to knowing all the answers one might think.

Dick attributes Karen's information gathering ability to her WASO experience. Prior to moving to Denver (where she grew up) Karen worked in the personnel division in Washington and as secretary to the Director's executive assistant.

If Karen should ever run out of stimulating conversation she can always relate stories about some of the inquiries she receives--like the one from a traveler who wanted to know how many trees were in a particular campground. (Karen concedes that the caller really wanted to know how much open space there was, not the actual number of trees.)



Karen Whitney

FOR THE SCHOOLS

Bill Featherstone is the environmental education specialist in the Denver Field Office. He joined the staff in 1969 after assignments in WASO, the Southeast Regional Office and seven parks including a superintendency at Bents Old Fort.

A former teacher, Bill's primary function is to acquaint the general public and the schools in Denver and Central Colorado with the NPS environmental education programs. He worked with the state's department of education as well as city and county school systems.

Bill visits schools and suggests the use of a national park or other outdoor area nearer to the school to study the environment by way of the environmental strands. These conceptual strands are the basis of the NEED materials which have been tested in Denver by fifth and sixth graders.

TOGETHER THEY STAND

Together the Denver Field Office serves to head off problems, to act as liaison between the state assistance specialists in the Midwest Regional Office and the people who need help in the Colorado-Wyoming area, and to engage in a "give-and-take" of ideas and information with the non-NPS community.

"We're here to see sell the Park Service," says Dick, "and to make people aware of our policies and what we do."



Bill Featherstone

FOOTNOTE: Cooperating Associations Coordinator Francis Elmore and his staff are also part of the Denver Field Office. Watch for their story in a future issue of the NEWS-LETTER.



Black Canyon of the Gunnison National Monument

Carved by the Gunnison River for two million years, the sheer-walled canyon is called Black Canyon because of the gloom that shrouds it most of the day.



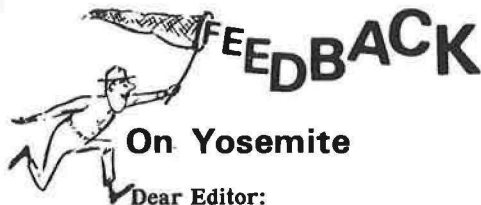
Dinosaur National Monument

"Probably the most remarkable dinosaur fossil deposit in the world."



Rocky Mountain National Park

High mountains, alpine lakes, glacier-sculptured valleys, rugged gorges, and vast areas of alpine tundra are features of Rocky Mountain National Park.



I'd like to commend you for your frank article, "Yosemite Finds a Way," in the October 18th issue of the NPS Newsletter.

Your analysis of the nearly disastrous situation which evolved in that Park, though painfully brief, was fair and unusually honest for this in-house publication. I personally found the article a refreshing change from the normally bland treatment given to events of this order.

I hope that the openness of your article is the harbinger of new directions of both the Newsletter and the Courier.

As a relatively newcomer to NPS, I feel that reluctance (or fear?) to deal with one another with candor and to face issues with honesty and humility are great barriers to progress. Indeed, those of us who spoke out against the ominous and pointless militarization of Yosemite's law enforcement program will attest to that! Perhaps the example you have shown in your Yosemite article will serve as a much needed model.

Dan Taylor
Sequoia National Park

Recycled Newsletter?

Dear Editor:

How about printing the Newsletter (and other NPS publications) on recycled paper? Some of the environmental journals to which I subscribe are doing this. I understand that the New York City government has changed at least in part to recycled paper and that GSA is investigating the possibility.

We in the Park Service should be the first to set the example of environmental conscience. Each ton of paper represents 17 trees . . . I wonder how many tons of paper the NPS uses every year?

I've enclosed a list of sources for recycled paper. The manufacturers will make it . . . IF there is a demand

for it. I've also enclosed an extra copy of a bulletin published on recycled paper so you can examine the quality of the paper.

Roberta V. Seibel
Environmental Education
Technician
Glacier National Park

EDITOR'S NOTE: In response to Roberta's letter, our staff researched the possibility of using recycled paper for our publications.

According to George F. Gauzza, Director of Management Operations for the Interior Department, recycled paper is not a stock item at the Government Printing Office. GPO would not approve requisitions for recycled paper pending a study by the Congressional Joint Committee on Printing. (This committee controls all Government printing.)

The report was finished on October 14, 1971. In the report, after establishing a workable definition of "reclaimed fiber," the committee approved 26 items, only four or five of which will be usable for Interior printing requirements.

It will be about three or four months before recycled paper will be available through GPO. Apparently industry will need that time to meet the GPO standards and production requirements.

When this is done, we'll check these standards against our own needs and seriously consider the possibility of using the recycled papers.

The following are excerpts from the JCP report.

Definition

"For the purposes of the JCP Standards, it is recommended that the following definition be used:

Reclaimed fiber: Fiber obtained from solid waste, or from waste collected as a result of an agricultural or manufacturing process, but not including material generated from and re-used within a plant as part of its own papermaking process.

General Principles

"The Subcommittee agreed on two general principles applicable to this study.

"1. Over-all specification requirements applicable to all JCP Standards are impracticable. There is so much diversity among different papers and paperboards, that each one must be considered separately or with a group of similar items, in the context of its end use, expected performance, permanence, and related chemical and physical properties.

"2. It is impracticable to require a minimum percentage of reclaimed fiber in any item.

"The use of recycled fibers in printing papers would result in less efficient utilization of waste than using it for paperboards. When waste paper is used to make paperboards, the yield (ratio of the weight of product to the weight of the incoming raw material) can be as high as 85 percent. When waste paper is used to make printing papers, the yield is usually less than 65 percent. . .

"Forcing recycled waste into printing papers would result in at least 20 percent more solids, or 400 pounds per ton, going into mill effluents, as compared with using such waste for paperboards. This additional waste must be disposed of in some manner. Requiring this less efficient use would therefore be contrary to national environmental policy.

"Making a white paper from solid waste requires either bleaching or the addition of fluorescent brighteners or both. Bleaching shortens cellulose polymer chain length and thus tends to reduce the permanence and durability of the paper.

"Fluorescent brighteners are prohibited in Government papers, for good reasons. If dirt specks are not removed, the paper is unsuitable for optical character recognition uses. Adhesive specks and short fibers can cause difficulty in some printing, such as with high-speed presses or in multi-color work.

"There is no known method for measuring the percentage of reclaimed fiber for paper. Thus, there is no practicable means for enforcing a requirement for a minimum percentage of reclaimed fiber."

From the Director . . .



On June 24, I met with a group of field employees at Grand Canyon to discuss the operations of the Service, and especially our communications with each other. All agreed that it was a constructive meeting.

Some proposals suggested at that meeting have been implemented already where it was possible to do so within the Service. Moreover, action has been initiated to implement others where the concurrence of the Department and the Civil Service Commission are required, such as in the case of qualification standards for technicians, for example.

In the area of communications, Ken Ashley and Larry Zollar were given the responsibility for coordinating suggestions and making further recommendations to me. Ken Ashley, the assistant superintendent of the Blue Ridge Parkway, and a veteran ranger, was given the lead in this assignment. Ken has now reported.*

The thrust of his report is that we need to strengthen our arrangements whereby employees may be provided more opportunities to furnish me their unblunted communications, and vice versa. I agree that, undoubtedly, a considerable amount of frustration is generated among employees by our inability to communicate effectively the purpose of new policies and the reasons for changes in direction.

This frustration is compounded, moreover, when the employee, seemingly, has no one wholly concerned with his or her problems, and who speaks with some authority for the impact which new operating procedures will have upon him or her.

In appointing Hank Schmidt to the new position of assistant director for Field Operations and designating him as a member of my personal staff, it was my intent that he be equally concerned with improving the channels of communication upward from the employees to me, as well as downward from me to the employees. This is admittedly an enormously difficult and complex task.

Accordingly, pursuant to Ken Ashley's recommendation to provide further for meeting this need, I am establishing two new positions: **Chief Ranger of the National Park Service** and **Chief Maintenance Supervisor of the National Park Service**.

A primary objective of the incumbents of these new positions will be to serve as the full-time voice of the

employees of the National Park Service. They will be free to travel extensively during their tenure in these positions to visit with you in the field and communicate their findings to Hank Schmidt and to me.

Moreover, significantly, they will be in positions to communicate with you about the policies and program thrusts of the Administration as they affect Service operations.

These two field employees on Hank's staff will serve in these special positions for one year. As members of my immediate staff, they will attend our Field Directors' meetings; the Regional Superintendents' Conferences; and be involved with Hank Schmidt and with me in matters affecting operations of the Service.

Within the next two weeks, I will appoint a committee of uniformed personnel in the ranger series, and a separate committee in the maintenance series to meet within 30 days to nominate six candidates for each of these two positions. From among these nominees, I will make the final selection.

Each nominating committee would consist of seven members. The Committees would meet in Washington once a year to prepare the list of nominees. The Committees could utilize the personnel evaluation forms in our Office of Personnel, but, more importantly, they should counsel widely among their peers in the field for recommendations.

It is expected that these two employees will be on the job by January 1, 1972. Their salaries and expenses will be funded from monies allotted to operate my office.

This is, admittedly, an experiment. But, I believe it is one which will give all employees a more effective voice. The degree of its success, however, will relate directly to the degree of your personal support.

As we all know, "the times they are changing." Let's be flexible enough to find ways to adjust to the changes.

I need your help. Thank you very much.

*Editor's Note: See Ken's letter in the August 9, 1971, issue of the NEWSLETTER.

DIVISION OF TRAINING PROGRAM SCHEDULE

FY 72

Dates	Course Title	Location
Nov. 29—Dec. 3	First Line Supervision	WATC*
Nov. 29—Dec. 3	Supervision & Group Performance (NERO)	MTC**
Dec. 5—17	Executive Management Seminar	MTC
Dec. 6—17	Orientation to Service Operations	ATC***
Dec. 12—17	Law Enforcement Management Seminar	WATC
Jan. 3—March 24	Basic Law Enforcement	WATC
Jan. 9—14	Executive Managerial Grid Phase I	MTC
Jan. 10—14	Environmental Interpretation	ATC
Jan. 17—21	Basic Law Enforcement (N.T.L.)	MTC
Jan. 17—21	Supervision & Group Performance	WATC
Jan. 17—March 3	Introduction to Park Operations (Special Session)	ATC
Jan. 23—Feb. 4	Executive Management Seminar	WATC
Jan. 24—28	Administration for Line Managers	ATC
Jan. 31—Feb. 4	Introduction to Supervision (SWRO)	ATC
Jan. 31—Feb. 4	Park Management	MTC
Jan. 31—Feb. 4	First Line Supervision	WATC
Feb. 7—11	Safety Management and Loss Control	ATC
Feb. 7—18	Orientation to Service Operations	MTC
Feb. 14—18	Introduction to Supervision	WATC
Feb. 14—18	Supervision & Group Performance (SWRO)	ATC
Feb. 21—25	Introduction to Park Planning	MTC
Feb. 21—25	Ecological Factors in Park Management	MTC
Feb. 28—March 3	Ecological Factors in Park Management	ATC
Feb. 28—March 3	Introduction to Maintenance Management	MTC
March 6—10	First Line Supervision	WATC
March 6—17	Executive Management Seminar	ATC
March 6—17	Communications: Speaking	MTC
March 12—18	Managerial Grid Phase I	ATC
March 13—15	Urban Environmental Influences in Park Management	WATC
March 19—30	Basic Law Enforcement (Seasonal Park Rangers)	ATC
March 20—24	Administration—Advanced Workshop	MTC
March 27—31	Communications: Visual Aids	MTC
March 27—31	Introduction to Supervision	WATC
March 27—June 16	Basic Law Enforcement	WATC
April 3—7	Basic Law Enforcement (N.T.L.)	MTC
April 3—7	Introduction to Maintenance Management	WATC
April 3—June 9	Introduction to Park Operations	ATC
April 10—15	Basic Mgmt. Techniques I (tentative)	WATC
April 17—21	Dealing with Unions at Park Level	ATC
April 17—21	Supervision & Group Performance	WATC
April 17—28	Living History	MTC
April 24—28	First Line Supervision (SWRO)	ATC
May 15—19	Introduction to Supervision	WATC
June 5—17	Basic Law Enforcement (Seasonal Park Rangers)	MTC
June 5—17	Basic Law Enforcement (Seasonal Park Rangers)	ATC
June 19—23	Law Enforcement Instructor Workshop	MTC

*WATC—Washington, D.C. Training Center, 1100 Ohio Drive, SW, Washington, D.C. 20242

Phone: 202/426—6640

**MTC—Mather Training Center, P.O. Box 27, Harpers Ferry, West Virginia 25425

Phone: 304/535—6215

***ATC—Albright Training Center, P.O. Box 477, Grand Canyon, Arizona 86023

Phone: 602/638—2416

Under our hat

MANAGEMENT SWITCH AT WRO:

Grand Teton Superintendent Howard Chapman is the new director of the Western Region. He replaces Joseph C. Rumburg, Jr., who is moving to the Washington Office as associate director, Management. A member of NPS since 1950, Howard was a member of the Great Lake Shore Survey team and an instructor at the Albright Training Academy before becoming superintendent at Grand Coulee NRA and, later, at Grand Teton NP.



Howard Chapman

Joe Rumburg also began his permanent NPS career in 1950, and was superintendent of Washington Carver NM, Big Horn Canyon and Natchez Trace Parkway before going to the Western Region in 1968 as assistant director for operations. He has been director of WRO since January 1970.

GLEN CANYON IN MIDWEST: Glen Canyon National Recreation Area will be reporting to the Midwest Region instead of the Western Region as originally announced. Although the park's headquarters office is located in Arizona (in the Western Region) about 90 percent of the park is in Utah (in the Midwest Region).

AWARDS: Three new types of awards were presented to NPS employees on Nov. 10 by Director Hartzog.

Eleanor Hines, employee relations specialist from the Southeast Region, received the first "Suggestion Manager of the Year" award, granted to the manager who made the greatest contribution during the fiscal year to further the employee suggestion program. Eleanor developed a new method for processing suggestions at the field level.

Rodney Keith, general foreman from National Capital Parks-East received the first "Suggester of the Year" award, granted to the employee who has made the most beneficial suggestion during the past fiscal year. Rodney devised a raft to clear trash and litter from rivers and lakes. The annual manpower savings alone were estimated at \$38,000.



Rodney Keith

A suggestion poster contest was run during June 15-Sept. 30 to obtain ideas for publicity which would spur participation in the suggestion system. The five posters will be used in the 1972 suggestion system publicity program.

Winners of the contest were: Ricardo Lewis, Mail and Files Clerk; Stanley R. Clark, Departmental Management Trainee; Susan D. Berzak, Personnel Management Specialist; Grant W. Midgley, Information Officer; and Dorothy J. Whitehead, park planning clerk (DMT).

HORACE AND GRACE ALBRIGHT are moving to the southern part of the San Fernando Valley in Los Angeles. After November 29, their new address will be: Horace M. Albright, Sherman Villa, 14144 Dickens Street, Sherman Oaks, California 91403.

NEW COURSES: Nathaniel Reed, Assistant Secretary of the Interior, will keynote the first class of a new two-week course, Executive Management Seminar, for park managers at grades GS-11 and 12. (See schedule on page 6 for course dates and deadlines for nominations.) According to Division Chief Frank Goodell, "The course will deal with issues and problems that are controversial, such as changes that are occurring in the Service, political realities, many things that have never been taught in such depth before." The reading list includes *Future Shock* by Alvin Toffler, *The Greening of America* by Charles Reich and *Islands of hope* by William (Bill) Brown.

Also newly scheduled for January is the Executive Managerial Grid, Phase I, for upper-grade managers and staff personnel (GS-13 and above) who have never attended a Managerial Grid Phase I course before.

FIRST AND THIRD: Kathleen Dilonardo, new superintendent of Fort Caroline National Memorial in Jacksonville, Fla. is the first woman superintendent in the Southeast Region and the third woman superintendent in the National Park Service. (The other two are Carol Martin of Tuzigoot NM, Ariz., and Wilhelmina Harris, of Adams NHS, Mass.) At age 26, Kathy is also the youngest superintendent in NPS. A park ranger at Fort Pulaski NM, Ga., the past two-and-a-half years, she previously served at Wright Brothers NM and Fort Raleigh NHS in North Carolina.

IMPORTANT DATES: The effective date of the Southeast Regional Office's move from Richmond, Va. to Atlanta, Ga. is January 15, 1972. Also, the Denver Service Center was officially activated on November 15, 1971.

THE SOUND OF MUSIC filled the candlelit rooms of Custis-Lee Mansion as eight NPS youngsters entertained guests at the fall reception for the Advisory Board to the Secretary of the Interior. Dressed in period costumes, they played the pianoforte and flute, and sang songs popular with the Lee girls over a century ago. Costumes were sewn by WASO area wives under the direction of June Harriman, and the musical program was arranged by Becky Wilburn. Left to right; Edward Hartzog, Elisa Torres, Lisa Jacobsen, Dean Griswold, Anne Chamberlain, Maile Jacobsen, Marie Chamberlain and Carolyn Chamberlain.



People On the Move

New Faces

Black, Margaret G., to Sec. Steno., WASO
 Fahey, Kathleen G., to Librarian, Amistad RA
 Fischer, Alexis V., to Sec. Steno., NCP
 Foy, Vanessa J., to Clk. Steno., Harpers Ferry Center
 Mangers, Charles L., to Mgmt. Analysis Off., WASO
 Pecoraio, John R., to Maintenance Worker, Independence NHP
 Porucznik, Thomas J., to Chemical Engr., Harpers Ferry Center
 Torres, Maria E., to Clk. Steno., Harpers Ferry Center
 Widdifield, Larry D., to Pk. Techn., Hot Springs NP

New Places

Coleman, James, Jr., from Spec. Task Force Coord., WASO, to Pk. Mgr., Yellowstone NP
 Driscoll, Louise R., from Employee Relations Spec., WASO, to EEO Projects Asst., NCP
 Elias, Elodia H., from Pk. Aid Typing, Castillo de San Marcos NM, to Pk. Techn. Typing, Fort Caroline NM
 Lamb, Arthur J., from Public Info. Spec., WASO, to same, NCP

Robinson, George B., from Pk. Ranger, ESC, to same, Everglades NP
 Smith, Steven Q., from Supv. Pk. Ranger, Prince William Forest Pk., to same, Cumberland Gap NHP
 Stanton, Richard L., from Ch., Div. Concessions Mgmt., WASO, to Pk. Mgr., NCP

Out of the Traces

Atkins, George E., from Maintenance Worker, Shenandoah NP
 Burns, Mary Kay, from Clk. Typist, Tumacacori NM
 Fletcher, Claude, from Motor Vehicle Operator, Dinosaur NM
 Kindt, Anthony J., from Maintenance Foreman, Perry's Victory IPR & NM
 Lam, Leonard A., from Motor Vehicle Operator, Shenandoah NP
 Lam, Lloyd W., from Tractor Operator, Shenandoah NP
 LaRoche, Arlyce E., from Clk. Steno., Pecos NM

North, Geraldine, from Clk. Typist, WASO
 Owen, Judith Lynn, from Clk. Steno., WASO
 Pagut, Ronald, from Clk. Typist, Harpers Ferry NHP
 Ponds, David F., from Pvt., U.S. Pk. Police, NCP
 Porche, Bernard M., from Mgmt. Asst., NCP
 Poteet, Ernest A., from District Field Asst., WSC
 Powell, Genelle M., from Clk. Typist, WASO
 Price, Juanita T., from Voucher Examiner, SERO
 Reese, Lynn, from Clk. Steno., ESC
 Sturdivant, Marcus H., from Pvt., U.S. Pk. Police, NCP
 Thompson, James J., Jr., from Pvt., U.S. Pk. Police, NCP
 Tucker, Frank G. E., from Attorney-Advisor, WASO
 Vanmeter, Nancy D., from Training Clk. Typing, WASO
 Wiebold, Ralph H. D., from Clk., NCP



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