

nps

newsletter

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HFC**THE
INSIDE
STORY**

Photo by George Cserna

By Ron Greenberg

"Duty station, Harpers Ferry" was an order accepted with mixed emotions. Then the moving began and what was once just a dream became reality.

When the idea for the Center was born, the dreamers saw a distinct advantage in bringing the functions of the interpretive specialists under one roof. At that time the production facilities were at several locations in Washington and in San Francisco.

The presence of these specialists and their products would augment the training experience offered by Mather Training Center, the dreamers thought, and the Harpers Ferry National Historical Park would be a testing ground for new programs and techniques destined for use elsewhere in the System.

Getting In Gear

"When we got here last March we had to go through a long period when

just routine operations consumed a good deal of our time," says Ralph Roan, chief of administration. "There was the business of hooking up power and light and getting telephones . . . and finding personal housing."

Despite the trials of settling down in a new duty station the artists, designers, craftsmen, and planners still had a productive year. During FY70 they produced 12 motion pictures, 22 sound/slide programs, 81 audio messages, and 56 museum exhibits.

Over 19 million information folders and other publications were printed during that period. The average workload for each interpretive planner (there are four at the Center) looked something like this: 10 interpretive prospectuses to write; 5 developed area plans to work on; and 5 Master Plan teams and 5 special studies in which to participate.



Were the dreamers right? Is the Center a success? We asked some of its members these questions. Their answers are on page 6.

REACHING

By Ray Nelson

Let's take a quick glance at a few trends.

Population: U.S. population will be 300 million by the year 2,000... at least 80% of them will be urbanites... the 3 main megalopoli will be Boston-Washington, Pittsburgh-Chicago, San Francisco-San Diego... nearly 3/4 of them will be under 45 years old... patched together by the medics, more of us old-timers will be hanging around... whites will increase 25%, non-whites twice as fast.

Technology: Now such an integral part of our life, there is no known way of voluntarily checking the technological explosion (as Steve Lewis once said at Mather, "the second time a luxury is used it becomes a necessity")... the speed of transportation and communication staggers the imagination... "tools" and pollution are skyrocketing.

Culture: Education is leaping... life styles and "values" are being challenged and scrapped... leisure time is rapidly increasing... due to rate of change, Alvin Toffler's **FUTURE SHOCK** is taking a huge toll.

Natural Resources: The world's known supply of fossil fuels will be exhausted by the year 2,105... anticipated demand for metallic minerals (aluminum, iron, zinc, copper) will exceed world's supply in 25 years... there will be few places for wildlife to live by 1985... we have eliminated 107 species of mammals, 100 species of birds, and a vast number of smaller animals... man is rapidly replacing, with monocultures, the wide diversity of plant life that has existed for two billion years... pesticides, herbicides, and wastes have polluted practically all surface fresh water and the coastal areas of oceans where man secures 90% of his aquatic food... the only known way to try to feed the increasing numbers of people is with fertilizers and pesticides.

How does one relate these trends, and relate to them? As we tie these and others to the park problems, Freeman Tilden's words, "voluntary or involuntary austerity," haunt me.



Under our hat

NATIONAL LANDMARKS NAMED:

Secretary Morton has designated 38 National Historic Landmarks in New England and the Midwest. Most of the buildings and areas involved were designed and built during the 19th century, although two—both creations of famed architect Frank Lloyd Wright—were built in the early 20th century and a few date back to the latter part of the 18th century.

Designation of these sites automatically places them on the National Register of Historic Places, maintained by NPS. While not owned or administered by the Service, Historic Landmarks are officially recognized to encourage preservation of historically significant properties. (For a complete list of the 38 Landmarks, see the March issue of the NPS **COURIER**, published by the Employees and Alumni Association.)

OPENING OPENSEASON: The Civil Service Commission has proposed a change in the dates for "open season" for health benefits. Currently held just once every three years, the new plan calls for an annual period to be held each Nov. 15 to 30. During this time employees can change their health plan enrollments or enroll for the first time if they were not previously covered.

The proposed change was published in the Federal Register of Feb. 23rd. Interested parties have 30 days from that date in which to comment on the proposed changes.

SAFETY CONFERENCE: NPS is hosting the Interior Department's annual Safety Management Planning Conference on March 29-April 2 at Yosemite. The conference is aimed at strengthening public safety, reducing excessive property damage and increasing the involvement of staff support services related to safety and loss control. It will be attended by some 150-200 safety and

management officials from each Departmental bureau.

"We're really pleased with the response from Park Service field areas," reports NPS Safety Chief John Hast. "The entire range of Park management will be represented, from Foreman I and middle management all the way up to the Director himself."

YCC IN THE PARKS: A number of Youth Conservation Corps Camps will be located in NPS areas next summer. At these camps approximately 50 boys and girls ages 15-18 will be gainfully employed. The summer program is designed to reach all segments of society: affluent kids, poor kids, black, white, oriental, Indian and others.

Grover Barham, YCC Director for NPS, stresses, "The object is to gain an educational experience toward an environmental ethic."

Tentative list of residential sites now includes: Grand Canyon, Mount Rainier, Delaware Water Gap, Catskill, Great Smokies, Rocky Mountain, and Everglades. Also included are non-residential programs at National Capital Parks and Harpers Ferry.

This year's pilot study will consist of 2,200 youths in 56 YCC camps. Additional NPS areas will be considered as sites for the summer of 1972.

TRAINING BOOKLET: A new 27-page booklet, "Training and You," has just been published by the Civil Service Commission. It answers the questions most often asked about training opportunities under the Government Employees Training Act and also deals with responsibilities for training, costs, obligations, promotion and scheduling. The booklet costs 20 cents per copy and can be obtained from the U.S. Government Printing Office, Washington, D.C. 20401.

Profile

John Segeren

John Segeren brings a touch of the Old World to NPS exhibitry. Born in London of Dutch parents, he studied wood carving in Rotterdam and in New York.



As exhibits specialist in the Division of Museums, Harpers Ferry Center, John keeps alive an art that is rapidly disappearing. His carvings are found throughout the Park System.

John's work has varied from Birds for Platt in Oklahoma to a 15-foot (one piece) totem pole for

Sitka, Alaska. He has carved a 14-foot panel bearing 26 figures for Golden Spike, Utah, and a 7 1/2 foot redwood statue of King Kamehameha for Hawaii Volcanoes.

John's current project illustrates his attention to detail. He is working on a slave ship for the American Museum of Immigration, located in the Statue of Liberty. Research revealed that the slaves slept on their right side because they believed lying on the left side caused heart trouble. Also, each man had only 16 inches of room. John's model is scaled accordingly and, yes, each man is resting on his right side.

Prior to joining the Park Service John spent 20 years designing and carving for the Shamrock Hotel in Houston. He devoted two years to wood and plaster carving for the Waldorf Astoria in New York and the Rockefeller Church in New York bears John's work, too.



AUTO RADIO INTERPRETATION

Dear Editor:

Most of what I know about radio is, "Don't touch it because it shoots blue sparks." Fortunately there are experts figuring out ways to use car radios to receive interpretive programs.

The Stan Canter article, "New Medium for Our Message," (NPS NEWSLETTER, January 21, 1971) did a fine job of describing the radio system they have been developing at Yellowstone using very low power transmitters at parking areas, roadside pull-offs, and entrance stations. These transmit pre-recorded messages from continuous play tape cartridges. Although signals could be picked up by cars moving for a short distance near the transmitters, the device is basically designed for parked cars.

The Division of Audiovisual Arts at Harpers Ferry Center is negotiating a contract with an electronics firm which has developed a system designed for moving cars.

This method uses signal induction rather than radio. One continuous antenna is imbedded in the road pavement for whatever distance the

system is to cover. Another cable runs beside the road. Any automobile AM radio or even a pocket transistor radio in the car can pick up the signal while traveling near the buried antenna. The same system can be used at parking areas.

The Yellowstone type is less expensive but in some locations the special advantages of the induction system may be well worth the extra cost.

A third method to do a somewhat different job has been developed at Seney National Wildlife Refuge. They use a gadget called a "Listen-In" which makes it possible for visitors to hear radio transmission from a two-way radio of the type used in ranger vehicles.

Each driver in a guided tour or caravan is loaned a pocket transistor radio to which is taped another little box of electronics called the "Listen-In." This converts the short wave signal from the guide's car to an AM signal which comes through the transistor radio.

At the beginning of the tour the leader issues the equipment and then goes back to his car and explains its use to make sure that each car is

receiving the transmission. With this method visitors can stay in their cars throughout the tour except for an occasional stop where they might be invited to leave their cars and assemble around the leader for questions and conversation.

While this system is practical only with relatively small numbers of cars it does have its advantages over the pre-recorded signal type. It is also surprisingly inexpensive. Pocket transistor radios good enough for this purpose cost less than \$10, and the "Listen-In" units retail for \$19.95 each.

If any of your readers want more information they can contact me at Harpers Ferry Center. However, I suggest that anyone interested in trying this "Listen-In" setup should first contact the Service Center people in charge of assigning radio frequencies.

Personally I am still fascinated with the method that uses two tin cans connected by a tight string. No sparks!

Marc Sagan
Chief Interpretive Planner
Harpers Ferry Center

NPS LAW ENFORCEMENT

GETTING ORGANIZED

Law enforcement in our parks is a sticky problem—usually unpopular, always controversial. But as recent statistics (and last summer's disturbing events) have shown, it's a problem we can't ignore.

For instance, while serious crimes (robberies, assaults, burglaries, larcenies, auto thefts, rapes and homicides) increased nationwide by 53 percent from 1966 through 1969, they rose by 126 percent in national parks during the same period.

Last year 5,904 serious crimes occurred within the National Park System. Crimes were numerous at Yosemite, Yellowstone, Olympic, Grand Canyon, Jefferson National Expansion Memorial and National Capital Parks.

The question is, then, not whether we should do something, but what we should do and how. And these questions are rapidly being answered.

What Has Been Done

Last August, Director Hartzog asked the International Association of Chiefs of Police (IACP) and the U.S. Park Police to investigate the summer's disturbances and to evaluate the Service's law enforcement program.

Larry Hadley



He appointed Larry Hadley, former superintendent of Yosemite, to work with consulting groups (IACP, Federal Executive Institute, Office of the Secretary of the Interior and U.S. Park Police) to draw up recommendations for improving NPS law enforcement.

In the meantime, Director Hartzog in Sept. asked the Congress

for \$660,000 supplemental funds to aid FY 1971 law enforcement. Congress approved \$550,000 which will be used to meet this summer's needs—including the addition of 40 park policemen who can be sent to parks on short notice if necessary.

Meeting Training Needs

"One of our biggest deficiencies has been in the area of training," says Larry Hadley, deputy assistant director for Park Management.

"Law enforcement in NPS, except at National Capital Parks, is carried out by some 800 permanent park rangers and technicians, aided by about 1300 seasonal personnel in the summer. In the past few of them have had adequate law enforcement training.

"However, we are now engaged in a substantial law enforcement training program that will reach 225 permanent and 100 seasonal rangers, technicians and supervisors by the opening of the travel season this year."

Coordinating the law enforcement training program is Glen Alexander, a former ranger from Natchez Trace Parkway now assigned to the Division of Training, WASO. (See his accompanying article for a full description of the new program.)

Organizational Changes

"Our other pressing need has been for adequate organization," Larry Hadley continues. "To meet this need we have, first of all, created a Division of Law Enforcement which will report to the assistant director for Park Management.

"This new division will develop standards for recruitment and selection—for staffing, training and executing the Service's law enforcement program. It will also maintain liaison with other law enforcement agencies and coordinate work with the U.S. Park Police.

"Second, each regional office will have a lieutenant or captain of the Park Police to assist the regional director with his law enforcement

program. He will inspect field areas, work with other law enforcement agencies, help organize regional staff and equipment, and provide on-the-spot assistance in the event that Park Police units are called to help in field areas.

"Third, a sergeant or lieutenant will be assigned to certain parks that already have law enforcement problems. He will help area superintendents organize, train and execute law enforcement functions and will provide a ready source of technical information."

Frank Arthur



New Chief

The new chief of the Division of Law Enforcement is Inspector Frank Arthur. A 20-year veteran of the U.S. Park Police, he worries that people misunderstand the primary duties of a policeman.

"Television makes us look like a bunch of crime-fighters, but that's not completely true. Law enforcement is just one of the many things we do. About 80 percent of our time is spent in the area of public service."

One of the first things Frank will do in his new job is to visit each regional office to discuss law enforcement problems. He plans to start gathering statistics to aid him in planning and to help justify funding.

"Our success will depend on the individual in the field," Frank asserts. "After all, we can train almost anyone to do law enforcement work, but how well he does is up to him—and it doesn't matter whether his uniform is green or blue." By Loretta DeLozier

TRAINING'S THE THING

As the events of last summer indicated, there is a special challenge in enforcing laws and regulations in areas of the National Park System. And to meet this challenge, it has become apparent that the Service must raise standards of performance in the law enforcement aspects of park ranger and park police jobs.

Not "Cops"

To do this, we are training our people in a professional and humanistic manner. We are not cranking out old time cops.

I think one fear that all of us have is that we will, by virtue of the new emphasis on law enforcement, somehow lose the "friendly ranger" image that is so much a part of NPS history. On the contrary, it is our aim to enhance that image through a heavy emphasis in behavioral sciences and human relations training.

Another fear is that participants in this training will somehow become earmarked as "law enforcement types" and spend the rest of their careers "busting drunks." This is absolutely not true for two very prominent reasons.

First, historically many park managers have come from the park ranger ranks and every top level manager of the future must have the background to be able to cope with law enforcement and public safety problems.

Second, it is our goal that all park rangers will receive law enforce-

ment training as they enter the Service.

We are, of course, committed to the Consolidated Federal Law Enforcement Training Center. Even now we are moving our basic law enforcement course into the CFLETC building in downtown Washington, D.C., and will move into the integrated facility at Beltsville, Md., as soon as construction is complete several years from now.

In the near future, as funds and staff permit, we will be taking all intake park rangers into this course as part of their urban training experience in Washington, D.C.

Program Scope

The program has been designed to assure the relevancy of the Service's law enforcement program with the changing needs of American society. Each training session will employ laboratory techniques involving group experiences, role-playing exercises, individual and small group participation.

The scope of our present law enforcement training program falls into the following nine program areas:

1) **Basic Law Enforcement Training** for GS-5 thru GS-9 park rangers, park technicians and park police recruits. This course deals with law enforcement basic skills, knowledge and techniques with a heavy emphasis on the social and behavioral sciences. 12 weeks

2) **Mid-Manager Law Enforcement Training**, GS-11 park rangers

and park police sergeants and lieutenants. Covers supervision, programs, problem solving and managerial techniques of law enforcement and public safety with heavy orientation in areas of behavioral sciences. 7 weeks

3) **Management Seminar** for GS-12 thru GS-15 park rangers, park managers and park police captains and inspectors. 2 weeks

4) **Basic Law Enforcement Training** for seasonal park rangers. A 100-hour condensation of the basic course in #1 above. 2 weeks

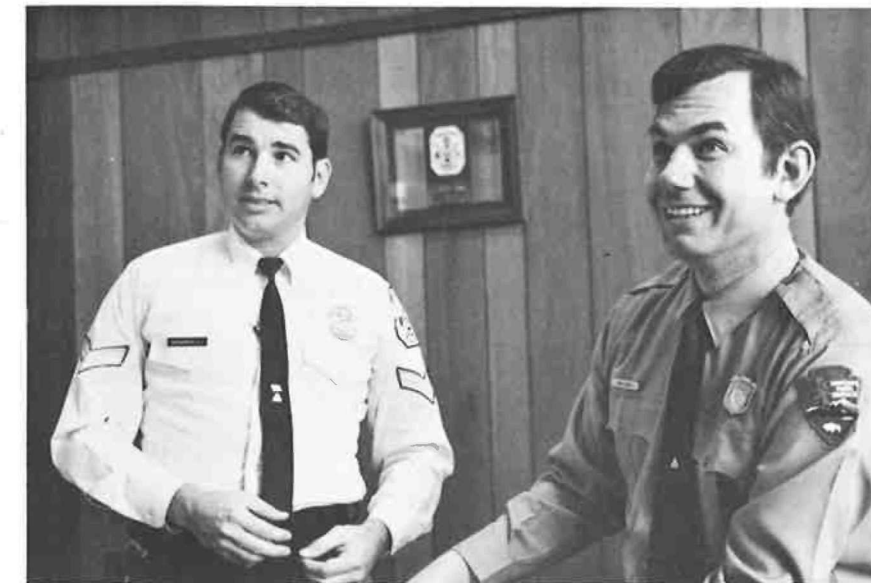
5) **FBI National Academy**—we will continue our participation and plan for expansion of our nomination capacity.

6) **Fort Gordon Riot Control School (SEADOC)** conducted by the U.S. Army. We have recently gained access to this high-level training session for our command personnel.

7) **Law Enforcement Instructors Workshop**. We are also upgrading our own instructional capacity with this and similar efforts in staff development.

8) **Special Training Sessions** in the field. We are going to aid NPS regions and parks to meet special law enforcement training needs.

9) **In-Service Training**—We will begin to develop Servicewide standards and policies to meet this need as well as to give assistance to regions and park areas to bring about a uniformly high level of training for everyone with law enforcement or public safety responsibilities. By Glen Alexander



Supv. Park Ranger Wes Kreis and U.S. Park Police Sgt. Doug McPherson symbolize the cooperation between park rangers and park policemen in NPS's new law enforcement programs. Wes recently completed a full year of post graduate work in police administration at Indiana University, and Doug has achieved the "Number 1" position in the lieutenants promotional exam and interview completed in January.

HFC-People and Problems

What follows is a series of questions (posed by the writer) about the Center's operation. The respondents are Carl Degen and Rick Krepela, chief and assistant chief of the Division of Audiovisual Arts; Marc Sagan, chief interpretive planner and now acting assistant director of the Center; Al Swift, chief of the Branch of Exhibit Development; and Ralph Roan, Chief of the Division of Administration.

What are the major advantages in having the divisions of Interpretation in one building? Are the objectives of the Center being realized?

(Degen) This building works beautifully for the people in it. The interplay among divisions just never happened before. And there's the general awareness we each have of what the other elements in the Center are doing.

We do have a long way to go before we realize the full potential of this kind of operation, however. We may need to break down our present lines of organization to make the Center work better.

(Sagan) There's a very real value in being next to Mather. A person who comes in for training can swing through the production facility and answer questions about his Park's program.

Also, we've already started detailing people in from the Field. We'll be doing this more—at key points in the planning and production processes when the Field person is really needed.

(Swift) Since the various elements of the Center have been brought together we are seeing benefits through improved internal communications. There's more of an effort now to pool our resources. Here we can sit down and work out an inter-related program so that often an exhibit and AV program are artistically linked together.

(Sagan) The Center is now trying a new scheme that will pull all the divisions together. We're holding joint review sessions for both planning and production.

These sessions will allow us to see that all things fit together and to discuss budget problems. The sessions will occur at the most use-

ful stages in design and production.

Since those who work with the Park staffs—the interpretive planners—will be in on the reviews there should be a closer accommodation with park ideas. At least we'll know where we're departing from the original idea. We can work with the Park in guiding the changes.

Do you balance Park input with the expertise at the Center or do the specialists here tend to exert professional prerogatives when planning and developing an interpretive device?

(Sagan) There's a delicate line between guiding a product so that it does what the client (Park) wants it to do and meeting the standards of the producer.

What's most important is to sit down with the Park people and discuss and guide the process. We need to keep talking on each side—and both sides need to contribute. No plan for a product in any medium is really ever a firm blueprint—there must be flexibility. We need to keep talking so that each side can grow and no one gives up.

(Degen) We're a production house. We're here to provide a service to the Field. If we're not giving the service, then we're not carrying out our philosophy.

We try to sell our ideas to the Field, not dictate. The Field shouldn't be told what to do. Certain standards for interpretation have been set and we help the Field meet these standards.

(Krepela) I look at our work as a mix of expertise—both Field expertise and that in the Audiovisual Arts division.

We work for the audience. The audience's reaction is our measurement of success.

(Swift) I consider our approach to exhibit planning to be a partnership between the people at the Center and the Park. There are certain things the Park does and certain things we do.

Some parks feel it costs too much to have us produce an exhibit—that they can use local talent and get a job done for much less money. Sometimes, when we're faced with a low park budget, we explore with

the park the possibility of using local talent. Director Hartzog has directed park staffs not to seek outside services without consulting the Harpers Ferry Center.

If parks were to go to really good private exhibit firms they'd find the services just as expensive as ours, if not more so. Our main concern is quality control—and good interpretation is expensive.

(Degen) We need a better exchange of information and ideas between the Audiovisual Arts division and the Field. Better communication would solve a lot of the problems.

There's nothing worse for us than to find out third hand, or after the fact, that some equipment in a park hasn't been used, has broken down, or a show has been changed.

(Continued on page 8)



If a Woman Answers . . .

It's Ann Finnegan at the Center switchboard.

When Ann's husband retired from Government Service the Finnegans set out to find their dream home. "We had been coming to Harpers Ferry several weekends a year. We loved the old town, the scenery, and the people. We found our ideal little home in the mountains and I resigned from the USGS in October 1969." Ann was later employed by the Center as a PBX operator.

One real advantage in having the interpretive offices together is that by dialing one telephone number (and the necessary series of transfers) you can talk to everyone concerned with your problem. If you're brave enough, and have the right combination of numbers, you can call your party direct on FTS.

Those Who Administer

Hats off to the people "behind the scenes," for they truly serve.

Dixie Shackelford, secretary; Andy Summers, chief, Branch of Budget and Program Administration (center); and Lloyd Hough, pro-

gram analyst, are part of the Division of Administration.

"The administration of the Center is not different from that of a large park," says Ralph Roan, "but it is taking time for us to get a system so that every little thing isn't a crisis."



Representing HFC's Division of Publications in our photo story is Nick Kirilloff, visual information specialist.

Our Cover Page

The interpretive facilities building, with its rear view of the Shenandoah River, was designed by Ulrich Franzen and Associates of New York City.

The exterior design is a blending of historic and modern architecture. Inside are offices, studios, and workshops for some 80 personnel.

Franzen spent several weeks studying the functions and interrelations of the divisions of Interpretation so that the final plan would afford maximum use and an exchange of ideas in an atmosphere which lends itself to creativity and boldness.

Shown in interior photo are Fred Hanson supervisory exhibit specialist (seated), and Kip Stowell, architect (both are in the Division of Museums).



Shining Brightly

One of the brightest stars of the Audiovisual Arts division is film editor Joe Gyovai. Thanks to his direction and editing, the new Park Police driver training film won acceptance for competition in the 1971 CINE film festival.

A second film accepted for the festival is "Conducted Trips," written and created by Bob Johnsson and Joe Rockwell (both of the Division of Museums). Joe Gyovai did the editing and Tom Gray of AV did the photography.



In the Middle

Getting through to the Center Director may not always be easy, but thanks to Dottie Smith it's a pleasant exercise.

Dottie is secretary to Bill Everhart and that position puts her in the middle of a lot of the action around the Center.

A native Californian Dottie began her NPS career in 1964 at Lassen Volcanic. She worked at San Juan Island and Indiana Dunes prior to coming to Harpers Ferry.

"When I come to work I never know what I'll be doing that day—I could be contacting SCUBA divers or buttonmakers," says Dottie.

(Side note: If you hear a soft, velvety voice when you call Bill's office it's Marilyn Longerbeam who is the back-up team for Dottie.)

(Continued from page 6)

Why do some parks experience seemingly unreasonable delays between the time their job is programmed and the time a finished product emerges?

(Sagan) It's a matter of numbers. The Center is not big enough to keep everyone happy. The only answer to this is for us to keep in touch with the Parks and let them know when their work will be done and then stick to our schedule.

(Degen) In many instances a job is kept from completion because we're waiting for a good script. Maybe there are problems in programming. And the workload in the audio and equipment services branch is astronomical.

Things somehow take longer than I thought they would. However, in the whole field of interpretive products a vast amount of work has been done in the past few years—and there was an even larger amount that had to be done.

(Swift) With the slowdown of new construction in the System, particularly new construction for interpretation, we've placed much emphasis during the past year on upgrading existing facilities. Our objective is to bring all the existing interpretation that is now outdated up to the present level of acceptance, as well as to keep pace with new developments.

Probably most problems in getting a job completed result from poor communication. One office experiencing a difficulty may fail to notify every other office concerned. This upsets timing and sequence.

How are priorities determined?

(Roan) It all gets started with PCP's and PSP's.

The Project Construction Proposal (PCP) is used by the park to program and schedule projects and to provide basic information for budgeting (the cost estimates are supplied by Harpers Ferry and the Service Centers). The PCP is sent to the Regional Office.

The Professional Service Proposal (PSP) supports the PCP and provides information for exhibit planners, advance planners, and any study connected with the PCP.

Each Region makes up a list of

priorities. These lists are translated into Servicewide priorities by the divisions at Harpers Ferry. (Swift) Two or three divisions at Harpers Ferry, the Service Center, and maybe some other offices might be involved in a single project. A Region may feed pieces of the project to each office which is responsible for making up its own program of work (Servicewide priority list).



People On the Move

New Faces

Adams, Terry J., to Group Aid, Harpers Ferry JCCCC
Ellis, William D., to Employee Relations Spec., WASO
Henderson, J. C., to Maintenance Worker, Abraham Lincoln Birthplace NHS
Pippin, Robert L., to Sewage Disposal Plant Operator, Padre Island NS
Robinson, Arland G., to Medical Techn., Harpers Ferry JCCCC
Ruse, Dorothy J., to Planning & Design Clk. Steno., WSC

New Places

Bendt, Robert H., from Pk. Mgr. (Supt.), Mammoth Cave NM, to Pk. Ranger, SWRO
Fisher, James T., from Maintenance Spec., Flagstaff Group Off., to same, Navajo Lands Group Off.
Hughlett, Henry T., from Supv. Pk. Ranger, Natchez Trace Pkwy., to same, Blue Ridge Pkwy.
Lambert, Joseph O., from Clk., Blue Ridge Pkwy., to Gen. Supply Asst., Harpers Ferry JCCCC
McKinney, Zeb V., from Supv. Pk. Ranger, Isle Royal NP, to Pk. Mgr. (Supt.), Tonto NM
Nolte, Patricia A., from Pers. Clk. Typing, WSC, to Pk. Techn., Fort Vancouver NHS

Available funds are matched with the individual office's list and a cut-off point is determined. In a case where several offices are involved there might be a project that appears above the cut-off point in all but one priority list. This will delay completion of the project.

Programming is cumbersome but the Program Office is coming up with ways to cope.

Parker, Ivan D., from Pers. Off., WASO, to Pk. Mgr. (Supt.), Jefferson NEM
Register, Elizabeth R., from Fiscal Clk., ESC, to Realty Clk. Typing, WRO
Schulz, Wayne W., from Supv. Pk. Ranger, Sequoia-Kings Canyon NP, to Pk. Mgr., Death Valley NM
Steeves, C. Richard, from Pk. Planner, WASO, to Pk. Mgr., Blue Ridge Pkwy.
Thompson, Milton E., from Pk. Mgr. (Supt.), Effigy Mounds NM, to same, Ozark NSR
Weir, Donald H., from Supv. Pk. Ranger, Lake Mead NRA, to same, Olympic NP
Wilcox, Helen F., from Pk. Techn. Typing, Wupatki NM, to Admin. Clk., Great Sand Dunes NM

Out of the Traces

Brown, Joseph W., from Supv. Position Class. Spec., WASO
Cagle, Walter J., from Maintenance Worker, Great Smoky Mtns. NP
Carroll, Thomas B., from Pk. Techn., Saguaro NM
Crenshaw, Earl, from Maintenance Foreman, Mammoth Cave NP
Eden, James M., from Pk. Mgr. (Assoc. Dir.), SWRO
Hubbard, Douglass H., from Deputy Asst. Dir., WASO
Kempenich, Marlyn M., from Accounting Techn., SWRO



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