

If Maintenance makes you think only of mops and brooms and big yellow trucks—think again.

With a 50-million dollar budget and some 2350 employees Service-wide, Park maintenance is big both in size and variety.

"Maintenance is the only vehicle we have to provide for the proper care of all of our park resources," says Manus J. Fish, Jr., chief of operations at National Capital Parks.

"It's more than just the nitty-gritty of painting houses and repairing roads. It also involves soil and

moisture conservation, fire suppression and controlled burning, some of the physical aspects of the Bear Management Program, and even law enforcement when necessary.

"It also has responsibility for maintaining historical and archeological features of parks, preserving priceless furnishings and paintings, operating water and sewage systems, keeping the grounds clean and maintaining roads and trails."

To do all of these things, the large parks like Yellowstone and the Grand Canyon have maintenance shops for making major repairs. These are big operations and are equipped to do almost anything.

What follows is a description of Brentwood, the park maintenance repair facility in Washington, D.C. Although it has many unique features, it is typical of the kind (and quality) of maintenance work in our parks. Hopefully the NEWSLETTER will be able, in the future, to feature maintenance activities in other park areas.

By Loretta DeLozier



Danny Boyle

Brentwood is the biggest of the big maintenance operations. With some 220 employees it currently does \$1,780,000 worth of maintenance work a year.

Brentwood handles National Capital Parks (East, Central, and North) and also Greenbelt, George Washington Parkway and the White House.

"And we're still growing," says Dick Volpe. As chief of NCP's Division of Maintenance and Rehabil-

'Tis BIG!

itation, he heads the Brentwood operation.

"We've been working at Wolf Trap Farm (the Service's new outdoor theatre in nearby McLean, Virginia) and will work on the National Visitor Center at Union Station.

"Also I have a feeling that we may take over the maintenance of the grounds around the Kennedy Center for Performing Arts and—if Congress approves a pending bill—the Kennedy Stadium.

"Brentwood is unique because of its location," Dick continues. "After all, Washington is the center of our country, to me the best and most beautiful city in the world. We should be proud that we're so deeply involved in keeping it that way."

Brentwood has two branches under Dick's Division—the Branch of Con-



Joe Prentice

struction and Repair and the Branch of Equipment Management and Repair.

A Busy Place

Danny Boyle is chief of the Branch of Equipment and Management Repair. A veteran mechanic, Danny was the sixth man hired in Henry Ford's first assembly plant in Chalmette, Louisiana and has been with NCP for the past 29 years.

(Continued on page 6)

Under our hat

SMALL CARS: The NPS is working with GSA to purchase cars with smaller engines. We are the first Federal agency to take this action. In a recent letter to all employees, Director Hartzog expressed the hope that "Our example may start the ball rolling toward a more economical use of natural resources and a clean-up of air that we cannot hope to achieve alone."

HIGHWAYS IN PARKS: The Supreme Court ruled unanimously recently that Federally financed highways may not be built through parks except in "the most unusual situations." Interpreting for the first time laws passed in 1966 and 1968 to help preserve the environment, Justice Thurgood Marshall said, "If Congress had intended (cost) factors to be on an equal footing with preservation of parkland, there would have been no need for the statutes."

NEW BOOK: NPS has published an instructional book on the recording of architecture for the Historic American Buildings Survey, a co-operative project of The American Institute of Architects and the Library of Congress and the Service. The 165-page hard-cover volume, "Recording Historic Buildings," may be purchased for \$3.50 through the Supt. of Documents, Government Printing Office, Washington, D.C. 20402.

BLUE SHIELD CHANGES: Effective March 1, 1971, the Washington, D.C. Metropolitan Area became a Blue Shield "paid-in-full" area for Service Benefit Plan high option enrollees. This means that Blue Shield participating doctors will accept the Plan's payments for services covered by Basic Surgical-Medical Benefits (not Supplemental Benefits) as payment in full regardless of the subscriber's income.

GETTING ORGANIZED: Eligible NPS employees in the Western Service Center and Western Regional Office voted in February to have the National Federation of Federal Employees represent them under the provisions of Executive Order 11491. Professional employees voted for the NFFE, but to be included in a separate unit from non-professionals.



On March 1, Joe Rumburg (left), director of the Western Region, presented a certificate of recognition to Special Representative Ron Duke and National Representative Mike Gernodakis of the NFFE.

DISTAFF NEWS: Mrs. Luther T. (Betty) Peterson has been elected National Communications Chairman of the NPS Women's Organization. Women's news for the NPS COURIER should be sent directly to her: Mrs. Betty Peterson, Box 26, Big Bend National Park, Texas 79834.

VACANCIES: The Office of Natural Science Studies, Washington, D.C. is recruiting for three research biologists: the GS-9 (Duty Station: Glacier Bay NM, Alaska) and GS-11 (Duty Station: Yosemite NP, Calif.) closing dates are April 12. The GS-13 (Duty Station: Mount McKinley NP, Alaska) closing date is April 9.

Application Due For Mid-level Program

Applications are being accepted for the NPS Mid-Level Management Development Program, Personnel Director Larry Zollar has announced.

The purpose of the program is to locate potential managers within the Service and develop their abilities through on-the-job training.

The following are criteria for people to qualify for the program: 1) Outstanding management potential as indicated by supervisors; 2) Demonstrated outstanding supervisory ability; 3) A stated interest in the program and in a general management career; 4) A stated willingness to accept varied assignments and details in different Park areas; 5) The aptitude and energy to pursue a vigorous program including several graduate level college courses.

Anyone wishing to apply should submit a memorandum to their regional office by April 30. The regional offices should submit their priority list of nominations to the Division of Training, WASO, by May 7. The new trainees will be announced in early June.

"We're looking forward to a new group to begin on July 1," Zollar said. "The general purposes and functions of the mid-level program remain the same as outlined in Mr. Bill's memorandum of November 14, 1969."

"The mid-level program is conducted in the parks, Service Centers or program offices. Trainees continue to function in their regular positions, with developmental activities an integral part of the job. Off-site activities will be scheduled so as to create as little hardship as possible on the organization."

Anyone who has questions concerning the program should contact Jim Coleman, Room 3117 (Interior Building, WASO); telephone: (202) 343-2012.



Dear Editor:

On Page 7, Vol. 6 No. 3 you say: CENTENNIAL NEEDS HELP.

Would it be appropriate to suggest that prints of a 16mm half-hour film on Yellowstone's historic development, or Yellowstone's most scenic areas of grandeur, be made available during the Centennial year, to various regional offices for special showing to the employees and their guests?

I imagine each area, group, or cluster plans at least one "Open House" for the public sometime during the Centennial Year. A suitable film on Yellowstone could be a featured attraction, a highlight of the affair.

Maybe Mather Academy, which I understand is in charge of film productions, has such a film. If not a half-hour of clips taken from film already available may not be economically prohibitive.

Not every park or regional office would probably want this film. But perhaps it could be made available to those that do. And it could be scheduled to coincide with the various Open House events.

Yes? No?. What do you think?

Jeff Madison
Southwest Regional Office

Dear Mr. Madison:

Thank you so much for your suggestion of a film on Yellowstone National Park for the Centennial program, which the editor of the "Newsletter" kindly forwarded to me.

It is indeed a very worthwhile suggestion and much appreciated. It will be presented to the Program subcommittee of the Advisory Committee for the National Parks Centennial.

Although plans generally are still in the formative stage, you will be interested to know that a film is planned on national parks worldwide, including, of course, Yellowstone, the first national park in the world and the start of the modern national park movement. This will emphasize the international aspects of national parks and the fact that

they are all interrelated in one way or another.

Again, thanks for your suggestion, and we hope everyone in the Service will send us their ideas and suggestions for a really meaningful and worthwhile celebration.

Joseph P. Cullen
Centennial Programs Staff Director

Answers?

During recent interviews for this issue's cover story, Machinist William Cranford from Brentwood posed the following problem:

It is illegal for employees to have the NPS Arrowhead Symbol mounted on their personal cars because the use of the official NPS insignia is restricted to official purposes. (Unauthorized use is subject to the penalties prescribed in Section 701, Title 18 of the U.S. Code which carries with it a fine up to \$250 or imprisonment up to six months or both.)

However, many of us are proud of the fact that we work for the National Park Service and would like to have something (a sticker or decal or whatever) to prove it. Is there anything we can do? Does anyone have suggestions?

REACHING

By Ray Nelson

Trends in population, technology, culture, and natural resources are known. What will the U.S. be like in 1985? Or 2000? I suppose it's anyone's guess. Based on a vast number of interacting trends, the Stanford Research Institute has developed five possible "scenarios" or "future histories."

(1) **War on Eco-System Imbalance.** During the '70's and '80's, U.S. makes an all-out effort to save natural resources and eliminate poverty. It means much sacrifice on the part of the "haves" and fewer demands by the "have-nots," calling for a big switch in basic philosophy.

(2) **"Surprise-Free" High Growth.** The world "macroproblem" or environmental crisis turns out to be greatly exaggerated. We correct nasty pollution and discover ways to

waste less, but there's nothing to worry about as we all get richer.

(3) **Imprudent Optimism, Leading to a Left-Centrist Recession and Bureaucratic Stultification.** This "scenario" sees the government running around in circles trying to solve all problems at once and generally flubbing up the whole deal. Money handouts are the secret. We drift toward recession. Dissatisfaction spreads and "future shock" climbs. As the environmental crisis worsens, we hang on to what we have and what we're doing, going down as slowly as possible. We begin to withdraw from the world.

(4) **Excessive Reprivatization, Leading to a Right-Centrist Recession and Garrison State.** Rather than money hand-outs, the drive

here is to deal with social problems and the economy by getting people to "help themselves." A continuation of the profit motive. This doesn't work, because there isn't enough to go around. Groups and individuals get tougher. Recession comes and is severe and world-wide. U.S. isolates itself from the world.

(5) **Escalating Violence.** This begins with "confrontation politics," as everyone tells everyone else what to do. Trust and confidence break down even more. Violence increases, and government (the "law") gets tougher. More isolationism. Ripe for dictatorship.

What's your guess? We're trying to relate the above forecasts—and others—to NPS. If one of the above happens, where are we, and what do we do?



A LITTLE BIT OF SUGAR

By George W. Fry
Chief, Office of Operations
Southeast Regional Office

(and Teamwork) Make Evaluation Go Easy

Following an evaluation we write a report covering all phases of the operation, with recommendations as necessary. Each recommendation is individually approved or disapproved by the Director of the Region and, for each recommendation there is an assignment of responsibility for carrying it out. Responsibility may be assigned to the superintendent, or an official in the Region.

Evaluation groups were set up in each Region in late 1969 and early 1970. Their function is to appraise the effect of park operations—programs, personnel development, public services, maintenance, use of manpower and facilities, and management of cultural and recreational resources. George Fry's article illustrates how one Region is carrying out this function.

When the Regional Office reorganization was announced early in 1970 some of the most outspoken feedback was directed at the new Operations Evaluation Team.

"The evaluation team keeps park people on their toes. Operations evaluation is the best thing to come out of the Regional reorganization."

—Superintendent

"The Gestapo" was one of the more complimentary terms applied to us—even before we made the first evaluation. Our team, composed of Earl Stadel, Pete Shedd and me, has been around long enough to count as friends the superintendents and staff members with whom we would be working. Yet, the fact that we were now a permanent team of evaluators seemed to transform us, in some eyes, into a trio of hardnosed nit-pickers.

Management appraisals are not new in the Service. Formerly, ap-

praisals were made by temporary committees from the Regional Office. They visited an area, wrote a report, and went back to their regular jobs, often with little or no follow-up.

The follow-up we are able to do as a permanent team is a major advantage of the new system. Another advantage is that we have the time and opportunity to learn and grow in the job.

We operate as a team in all respects. In two evaluations, team members visited the parks individually. We quickly realized that we were missing the opportunity to share impressions and findings, to try out ideas on each other, and explore problems and solutions together. Having tried the individual approach, we now work as a team in the parks and in the office—aided by our competent secretaries, Mrs. T. K. Leary and Mrs. Dorothy B. Shield.

"...I was able to take a new self inventory and learn where I stood as a park manager..."

—Superintendent

There is nothing mysterious or undercover about our methods. Before we go to a park, we advise the superintendent what we need to see and do. At the park we meet with him and key staff members in a general orientation session. We ask questions: How do the superintendent and staff see their operation? What are their major prob-

lems? Are policies, directives, and programs understood? And a key question—does the park receive adequate support from the Regional and other offices? The best place to judge this is not in Richmond or Washington, but where the action is—in the parks.

"In ten years this is the first time I felt the 'wheels' really took a personal interest in me and the maintenance activities."

—Maintenance man

After the team meets with the superintendent and staff, we separate to review individual phases of park operations. Between the three team members we are able to cover all phases of operation in some depth.

But, equally important, we use the evaluation as a means of improving communications between the parks and Regional Office. We recognize the value of taking time to explore problems in depth without watching the clock.

In regard to time, we have found that it takes a minimum of three days to do an adequate evaluation in even the smallest park. Gone, we hope forever, are the days when an appraisal team would wrap up three areas in one day. (We are told it really happened!)

To complete the evaluation we hold a closeout with the superintendent and staff. Here we discuss

everything we intend to put in the written report. If we've missed something important, or have the wrong information, it usually comes to light in the closeout. If we are wrong, we need and want to be corrected.

We believe we know our jobs, but we can miss things we should have seen. If problems are concealed from us, we all lose. An evaluation will only be as helpful as the park staff wants it to be. If we know the problems we usually can help resolve them, and we would much rather have trouble spots brought to our attention than dig them out.

I hasten to add that we aren't just looking for deficiencies. Good features of the operation are noted as well.

"During my 30 years in the Service I have never had as much help, service, and answers to my problems and/or situation in such a short time."

—Superintendent

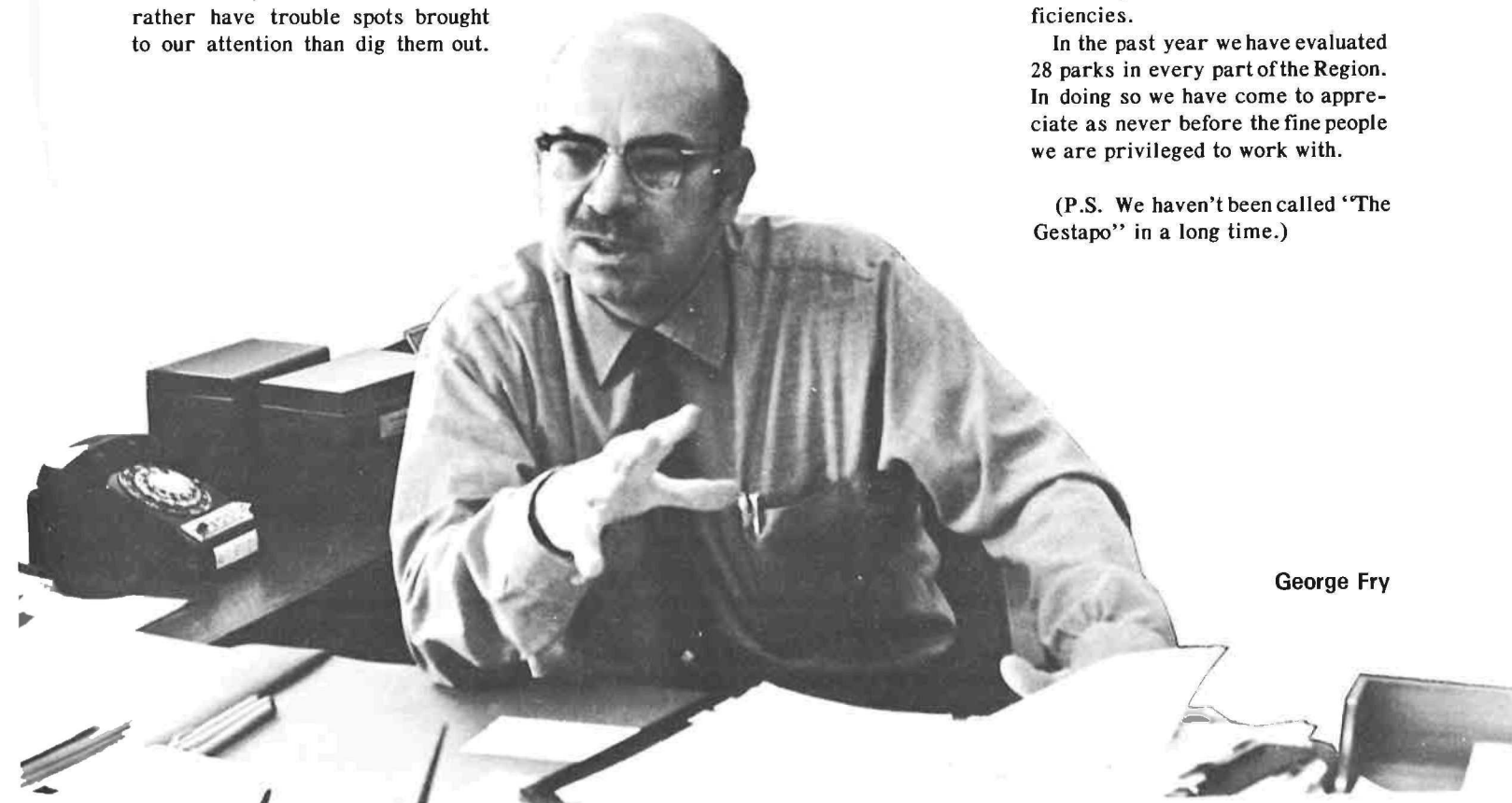
"Some of the mistakes we made in the past wouldn't have been allowed to happen had we an evaluation team."

—Superintendent

The team's responsibility doesn't end with making recommendations, because it is our duty to see that the recommendations are carried out. Periodic checks are made until all recommendations are accomplished. It is not unusual for us to return to the office after an evaluation and find a memo from the superintendent listing actions already taken to effect improvements or correct deficiencies.

In the past year we have evaluated 28 parks in every part of the Region. In doing so we have come to appreciate as never before the fine people we are privileged to work with.

(P.S. We haven't been called "The Gestapo" in a long time.)



George Fry

(BIG, from page 1)

"We have a spectacular setup," he boasts cheerfully. "My 55 employees service over 1500 pieces of equipment, worth one and a half million dollars.

"They handle everything from power saws to passenger cars and large earth moving equipment. They also work on stationary equipment such as air conditioners, diesel and electric engines, two and four-cycle engines and hydraulics.

"We have the latest, most sophisticated testing equipment you can buy. Right now we're trying to get a dynamometer costing almost \$40,000 to measure vehicle emissions. We'll be able to test the vehicles here, under actual driving conditions."

Danny's branch is involved in a variety of activities. They handle equipment for special events held in the District, the buses for NCP's Parks for All Seasons program, the cruisers and motorcycles for the U.S. Park Police, 145 GSA cars rented to the Park Service, even the Secretary of the Interior's limousines.

"Our equipment is so varied that when we bring an experienced journeyman in from the outside, it takes us two years to train him."

Danny's assistant is Jim Banks. Their branch does its own body and fender work, hauls all of its equipment from job to job, and even has a special room for repairing tires.

"Very little of our work is contracted out," Danny concludes proudly. "We have the in-house capability of handling anything in our maintenance fleet."

The Builders

Equally busy is the Branch of Construction and Repair—and equally proud is its chief, Joseph Prentice, a 29-year Park veteran.

"Ours is a manufacturing operation," he explains. "We exist somewhere between the daily maintenance of the parks and the work contracted out. We do crash jobs, the ones that need specialized equipment and skills.

"For instance, when Resurrection City had to be torn down in one day, we did it. Our electrical shop handles all the heavy electrical equipment for the President's an-

nual Pageant of Peace. Our sheet metal shop does the major roof repairs and construction throughout the parks and our pipe fitting shop maintains all the parks' water fountains.

"We have some of the finest artisans in the country here. Our carpenters helped renovate Ford's Theatre and our painters are now repainting the White House with a special new paint. Our masons maintain the historic statues and monuments located throughout the District."

Joe's branch is large (it has 160 employees) and varied (it represents 23 trades and crafts).

"We work across union lines," Joe says. "For instance, you might find a plumber working in the electrical shop. Much of our work is seasonal, so we encourage them to learn more than one skill. Our painters should know how to hang wallpaper; our sign writers do almost all our gold leafing."

On-Job-Training

Brentwood has a large on-the-job training program, based on industry, union and federal standards. Through it a worker can rise from laborer to helper to junior journeyman to journeyman.

Joe's assistant, Dale Sipes, has been instrumental in setting up the training program.

"Unlike the unions, we don't use the number of years of experience as the sole indicator of how well someone will do on a job," Dale explains. "Instead, the job is broken down into the knowledge and tasks needed at each level. For instance, to be a journeyman carpenter, you have to be able to read a blueprint.

"The time it takes for someone to move to another level depends on the individual—how much he already knows and how fast he learns."

Dale has also been active in getting employees involved in what is going on at Brentwood.

"Our equal employment opportunity committee is very active. We have journeymen on our safety committee, and thirty-six employees have taken the first aid course. Also the accident review board is made up of journeymen, leaders and first line supervisors. As a result,

morale has gone up—and the accident rate has gone down."

Manning the Store

In addition to the Maintenance Division, Brentwood houses an enormous warehouse handled by the Branch of Supply under NCP's Division of Management and General Services.

It does share one thing in common with the rest of the Brentwood operations. It's BIG.



Jimmy Harrison

"We have to keep 10,000 different items on hand at all times," boasts Jimmy Harrison, Branch Chief. "We handle 650 tons of merchandise a year, everything from small auto parts and office supplies to furniture and rugs.

"The total value of materials issued last year was almost \$600,000," he concludes happily.

And that's really big!

Craftsmen at Work

Brentwood has some of the finest craftsmen in the country, and among the finest is George Adams, a cabinet maker in the carpentry shop. George recently completed the handsome new information center in the lobby of National Capital Parks headquarters. Here he works with Carpenter Leader Frank Toth restoring a cabinet for the House Where Lincoln Died. ►



Mending Motors

Working on one of the 31 motorcycles belonging to the U.S. Park Police are Gerald Harris, helper (left), and Frank Gerald, auto mechanic. Although he is qualified to work on other vehicles, Frank specializes in motorcycles. Small wonder: He spent 15 years at Harley Davidson before coming to NPS in 1968—and recently returned there for a week's training session.



Still Smithing

Brentwood has a fascinating history, beginning in the late nineteenth century with a blacksmith shop located on the White House grounds. As Welder Frank Tallerico shows, the old shop is still in business—they use the forges and anvils to repair steel tools and temper edges. And, although they stopped shoeing horses many years ago, they plan to send two men to farrier school to relearn the trade!

Carving the Impossible

Brentwood performs miracles? Perhaps not, but Machinist William Cranford came close recently. Two historic statues needed important parts replaced, and wooden patterns of the missing parts were needed before the replacements could be cast. However, there were no detailed drawings available, and the foundry refused to make the patterns without the drawings. Undaunted, William carved the necessary patterns—using painstaking skill, much patience and only photographs for reference. His reward? A lot of pride in his work—and a hefty superior performance award!



Lighting the Subject

Park electricians have helped light up everything from the Washington Monument and the Jefferson and Lincoln memorials to the White House itself. (They even received an invitation to attend the White House Lighting Ceremony to introduce their handiwork, and were personally greeted by the President and Mrs. Nixon). Here Electrician Willard Aleshire adjusts one of the enormous new sodium vapor lights slated for Kennedy Stadium.



(Continued on page 8)



People On The Move

NEW FACES

Derge, William O., to Systems Accountant, WASO
Gold, Solly Anne, to Water Resources Clk., WSC
Lynch, Michael L., to Realty Spec., WASO
Menefee, Frances J., to Gen. Accounting Clk., Shenandoah NP
Moore, David M., to Group Leader, Mammoth Cave NP
Pinckney, Charles, to Maintenanceman, Fort Sumter NM
Rice, Bruce M., to Appraiser, WSC
Robins, Stanley R., to Pk. Techn., Everglades NP
Roby, Anita L., to Sec. Steno., WASO
Rosser, Virginia H., to Clk. Typist, WSC
Smith, Gary D., to Pk. Techn., Mammoth Cave NP
Smith, Vernon C., to Arch., WSC
Storke, Dwight C., Jr., to Pk. Techn., Fredericksburg & Spotsylvania NM
Sych, Ernest C., Sr., to Electrician, Colonial NHP
Tesar, Terry N., to Admin. Analyst, WASO

NEW PLACES

Barbee, Robert D., from Supv. Pk. Ranger, Yosemite NP, to Pk. Mgr., Cape Lookout NS

Leach, Homer P., from Supv. Pk. Ranger, Death Valley NM, to same, Redwood NP
Roberts, Bertrum C., from Supt., Assateague Island NS, to same, Cape Hatteras NS
Strand, Richard H., from Visual Info. Spec., Jefferson NEM, to same, Harpers Ferry Center
Walton, Anthony L., from Pk. Ranger, Everglades NP, to Pk. Techn., Natchez Trace Pkwy.

OUT OF THE TRACES

Biddix, Willard, from Mechanic Auto., Blue Ridge Pkwy.
Daniels, Barbara Lynn, from Museum Spec., WSC
Hecker, Ewald Ernst, from Caretaker, Lake Mead NRA
Hopfenspirger, Maynard L., from Maintenance Worker, Everglades NP

Back to School

Machinist Ralph Martin (left) and Junior Journeyman Richard Pinckney are among the 31 participants in the new General Educational Development (GED) program at Brentwood established by the NCP Training Center. Through this program an employee can study at his own pace and on his own time (at least four hours a week) to work toward earning a high school equivalency diploma.

NCP provides materials and Brentwood provides space and staff. A remedial reading and math program is available for those who need it. When an employee completes the GED program, he can apply to the Board of Education in his home state for the exam that will award the high school diploma.

Areas interested in more information on the program, or advice on setting up their own, should contact the Branch of Training, National Capital Parks, 1100 Ohio Drive, S.W., Washington, D.C. 20242.

Linder, Harry P., from Pk. Mgr. (Supt.), Tuzigoot NM
Mundie, Jane R., from Accounting Techn., SERO
Smith, Ben M., from Supv. Hist., Colonial NHP
Tyra, Billie Jean, from Pk. Aid Typing, Tuzigoot NM
Watkins, Elmer W., from Accounting Off., WASO
Watterson, Joseph, from Supv. Arch., WASO

DEATHS

Hyde, William S., Enrollee Work Supv., Mammoth Cave NP
Cole, Elsie Dorene, Sec. Steno., Lake Mead NRA



NPS NEWSLETTER

U.S. Department of the Interior National Park Service



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

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

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

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