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**Cornelius W. Heine**  
**January 28, 1971**

Interview conducted by S. Herbert Evison  
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EVISON INTERVIEW WITH CORNELIUS W. HEINE

7/23/75

Typist: Debbie G. Mercurio

[START OF INTERVIEW]

Herbert Evison: This is Thursday, January 28, 1971. I'm Herb Evison and I'm in the penthouse studio in the Department of the Interior. With me is Cornelius W. Heine, Staff Assistant, Special Commissions. One of the things that means is that he works under the direction of the Director of the National Park Service himself. Con, as you are much better known than Cornelius, let's start this off by getting on the record some of the vital statistics, such as where you were born and when and who your folks were; what your family was, where you got your education, when you got married, how many youngsters you have, and so on.

Cornelius W. Heine: All right, Herb. It's very nice to be with you. I was born in Streator, Illinois. Perhaps you've been there. It's a medium-size town in central Illinois. The date of my birth was October 3, 1924. My father's ancestry was German American. My mother's was Irish-American. My father worked in the glass factory in Streator. It's also interesting that another Streatorite who was just a few years ahead of me also had quite a long career in the National Park Service. I didn't meet him until I came to Washington and that was Leo Dietrich.

Cornelius W. Heine: I was educated in the parochial grade school in Streator, St. Mary's Elementary School, and Streator Public High School. Shortly after high school I went into the service for three years.

Herbert Evison: What branch of it?

Cornelius W. Heine: In the Army, serving in Europe during World War II. After returning from the service, I decided to enter college. I had always had a great desire to attend the Catholic University of America here in the Nation's Capital. So, I enrolled and spent five years at Catholic University.

Herbert Evison: You enrolled in what year?

Cornelius W. Heine: In 1946.

Herbert Evison: You were there through 1951?

Cornelius W. Heine: That's right. I was an honor graduate with a major in American history and continued on to receive my master's degree in American history. During the days that I was attending the university I actually started to work for the National Park Service as a guide or a park interpreter. At that time, they were called interpretive specialists you probably remember.

Herbert Evison: Oh yes, a good highfalutin name.

Cornelius W. Heine: They've had several names since that time. I worked at a number of the sites in Washington - the Ford's Theatre, on the C. and O. Canal barge,

and conducted historic tours and walks about the city of Washington. So, after this early indoctrination and experience in the National Park Service, I decided to make it my career upon graduation from the university.

Herbert Evison: Now, these were seasonal jobs that you had had with National Capital Parks?

Cornelius W. Heine: They were seasonal jobs up until my work for my master's degree. I did a rather unusual thing concerning my master's degree. Even my major professor was not quite sure I could undertake it. The university had usually suggested that one take about a year and a half to two years for the masters. I was attending school under the G.I. Bill of Rights, and I was married at the time. First of all, I began working almost full time with the Service. So, in one year, 1951, two semesters, I completed all of my class work, as well as my master's thesis, and worked practically full-time in that one year, and received my master's degree in June.

Herbert Evison: When did you find any time to sleep?

Cornelius W. Heine: Well, I managed to squeeze it in.

Herbert Evison: You mentioned the fact that when you were at Catholic University you were already married. Tell me who you married and when.

Cornelius W. Heine: I married a lovely girl, Catharine Angela Reckert, who is a native Washingtonian. She was a graduate of Dumbarton College. We were married in September of 1948. So, I still had a few years to work on my studies. During that time, I organized the first band at Catholic University after the war. Many of the students were veterans and the school had not yet organized a band. They organized a large band some years later. I organized a band and then an orchestra. And our orchestra was composed of veterans. We were all members of the musicians local, and we supplemented our subsistence in the university by playing for a number of dances.

Herbert Evison: You have a family I know.

Cornelius W. Heine: Yes, we have six children. The oldest is now 21, and the youngest is six. We have five girls and one boy.

Herbert Evison: That poor boy is almost in the same situation I was. I was one boy in a family that had four girls in it.

Cornelius W. Heine: Well, you know what he's up against then.

Herbert Evison: Yes. Where does he come in the succession?

Cornelius W. Heine: He is the third oldest and he's just about to turn 18.

Herbert Evison: At least he's reached an age where he's able to take care of himself now. Now I have those vital statistics. You worked almost full-time for the Park Service during the year that you were also working for and winning your

master's. Did you start working for the Park Service on a permanent basis right after you got through in '51?

Cornelius W. Heine: Yes, I did.

Herbert Evison: All right, tell me about it. What were you? An historian?

Cornelius W. Heine: Well, first of all, I did exactly the same type of work for the first year that I had been doing on an hourly basis. And that was interpretive work at Ford's Theatre. This work expanded to working with out-of-town school groups as well as visitors to Ford's Theatre. And in those years, I worked under Randle Truett and Sutton Jett. Mr. Jett had just initiated a program for out-of-town school children in the spring which was only one of a number of programs that we had operating at Ford's Theatre. We prepared brochures and with the assistance of members of Congress we would send the brochures to all of the high schools in nearly all of the principal states which brought school groups to Washington. We would send them a brochure, through their congressman. Their senators would send these brochures to the school systems advising the school groups of all the places of interest in Washington.

Herbert Evison: And what the Park Service could do for them?

Cornelius W. Heine: What the Park Service did was to apprise them of an orientation service available at Ford's Theatre. More than 6,000, roughly, of these organized groups would come each year. And many of the 6,000 groups (this numbered sometimes well over a half million high school students) would come to the Ford's Theatre as the beginning point for their tour. They would be given a general orientation talk on the city. They would then be taken upstairs to rather makeshift quarters which we had in this very old historic building. They were then given an interpretive story of the events at Ford's Theatre. Now all of this, taking about 45 minutes or an hour, gave many of these school groups a very good beginning introduction to the city of Washington. It is interesting and it's always rather pleasant to look back on some of these programs and see where they develop into something of a much larger nature. What we were doing was essentially providing, on a smaller scale, the same services that the great National Capital Visitor Center that's projected to be built at Union Station for many millions of dollars will do once it is operating. And in fact, with the direction and encouragement of Mr. Jett, I worked on what I am sure was the first proposal and prospectus for a National Capital Visitor Center for all visitors - adults, students, etc.

Herbert Evison: How wonderful to have had a hand in that!

Cornelius W. Heine: We prepared this prospectus in 1952 or '53 and submitted it for the first time up to the Director, Conrad Wirth. And it has taken almost 20 years to see that actually become a reality through the action of Congress.

Herbert Evison: Was it that long ago that the first proposal was made?

Cornelius W. Heine: Yes. Now, I must say the proposal has had many improvements and many changes to it. But how these things happen is, for instance, one example, - after Downtown Progress, an organization of businessmen to spur activity in the downtown area, was organized in the late '50's, or whenever it was organized, they were interested also in a visitor center. So, one of the first things their planners did was to come and sit down with several of us in the Park Service. We gave them our prospectus, lock, stock, and barrel, and they took it and then they had a high-powered planning firm come in on it. I can't think of the name of the firm, but a very well-known planning firm from Boston came in. They did a prospectus, so there have been many other prospectuses done and widened in scope. But, after you review them, the same essential elements we were striving for in our first prospectus were still the fundamental principles of the visitor center proposal.

Herbert Evison: Here's an interesting thing to me in this connection. You say it's taken almost 20 years to accomplish this thing that was proposed way back there in the early '50's. Now in the early '50's there were still a lot of passengers traveling on trains and Union Station was pretty busy with passenger business. Since that time train passengers, except on the Metro liner, have shrunk greatly in number, so with that came a change in what you might possibly do with Union Station because of the lessened demands of another kind on it. I wonder if you have any comment to offer on that, or if I'm correct in it.

Cornelius W. Heine: That's an interesting perception there, Herb. Of course, at the time that we prepared the initial study, this was not visible then. We did not consider Union Station at that time. In fact, in the first prospectus which we had submitted - and you remember Ed Kelly took a great interest in this also - our site location for the first National Capital Visitor Center was on Pershing Square, which later became a proposed site for the John J. Pershing Memorial. It's that beautifully landscaped square across from the Willard Hotel between 14th and 15th Streets.

Herbert Evison: It's actually a triangle, isn't it?

Cornelius W. Heine: Yes, a triangle. We had designs of a partially underground visitor center there. That was the first location that the National Park Service seriously considered. Other locations that were thought of included the building of a complete, new structure which would have been on Constitution Avenue, again between 14th and 15th, in other words just across the street from the very large History and Technology Museum today. That area is still vacant and that could have housed a very large structure. As the years progressed another site that was considered was a combination visitor center for the Nation's Capital and the Washington Monument which again would have been partially underground at the area east of the Washington Monument adjacent to 15th Street. But as the years went on various proposals were considered and, of course, ultimately, as the action finally reached the

congressional stage and Congress prepared to exert a great deal of interest in it, the situation had changed with Union Station, and we did have other opportunities. I think Union Station probably, as far as a geographical location and a hub, would be extremely difficult to improve on in any respect.

Herbert Evison: I'd like to know what you consider are the principal features that a national visitor center for students coming to Washington had to contain.

Cornelius W. Heine: Of course, one's memory you know, Herb, is a little hazy on these things, but one thing we felt that it should contain was the various kinds of information and materials that would orient, instruct and help the students or the adults in acclimating themselves to Washington - a simple type of orientation material. That was one aspect. A second aspect, somewhat more of an elaboration of this, would be the actual assistance and counseling in trips and tours that the groups and individuals might take. A third aspect would be, I would say, in the area of assistance in locating lodging and the various concession-type services that sometimes are very helpful to strangers to a city. And then fourth, and by no means is this fourth because it's not as important as the others, we felt that such a center, being in the Nation's Capital and the heartbeat of American history today, could offer the potential to inspire students through various means such as outstanding motion pictures, exhibits, presentations and recordings, all of them aimed at enriching their knowledge of the history of their country.

Herbert Evison: Stirring them a little, huh?

Cornelius W. Heine: Yes, its presence and its future. And fifth, which was somewhat a counterpart of this one, was an insight into how the Federal government operated in Washington - a discussion, bringing high school civics alive, of just how our system of three-part government - the judicial, the legislative and the executive - function and how Congress operates. It was thought that many times congressmen themselves would come to the visitor center, all of the congressmen from time to time, and actually that some of these groups could meet and see congressmen and could have talks by them. So, I think if you just simply take those six areas you have a tremendous amount of activity that could be generated in a visitor center.

Herbert Evison: Now, I would suppose that one thing you'd have to have would be some kind of an auditorium where you could assemble a big crowd and talk to them all at once.

Cornelius W. Heine: Yes.

Herbert Evison: I feel sure that that's contemplated somewhere in Union Station.

Cornelius W. Heine: I'm sure it is - a large-size auditorium and then smaller rooms to accomplish some of these specialized projects.

Herbert Evison: I suppose there would be some degree of museum character to this. You'd practically have to have exhibits.

Cornelius W. Heine: I think there would be a number of exhibits.

Herbert Evison: I'm glad you happened to mention your early involvement with that because, I think that makes a very interesting account on this. Now, let's go on with your career.

Cornelius W. Heine: I continued working in the field of interpretation. We were actually, in a sense, I think, pioneering some aspects of interpretation. When I had arrived at Ford's Theatre, they were experimenting with one of the first tape recordings for visitors on the assassination. So, for the next two or three years I received the job of making these recordings and more or less refining them. I can recall that in some of these first operations there had been very little done in this synchronizing of tapes and slide talks. We had slits cut in the tape. I'm not sure how poor this was technically at that time but remember this was about 17 or 18 years ago. There were actual slits cut in the tape and after the tape was made when these slits would reach the point on the machine, we had it connected to the slide machine, and they would automatically trip the slide machine. From that we moved to the points when we wished the slide to synchronize with the talk, we had to paint metallic bands on the tape. So, after making these tapes, I would then paint the little band to synchronize with the slide and tape talk.

Herbert Evison: That did the same thing as your slit had done.

Cornelius W. Heine: They all did the same thing, but these were little technical improvisations. Before I left there, we were down to the capability of two machines connected and synchronized by electrical impulse, a tone, so that we had to do nothing but press the button where we wanted this tone to take place on the tape. That, of course, lasted for a number of years and may even still be used, but I'm not sure of that. So, it involved a lot of these taped programs, and we operated the slide assassination talk for several years at the museum. I was told it was one of the very first combination slide and narration talks at any of the park museums.

Herbert Evison: Now, you mentioned a showing of a motion picture and I'm wondering what that covered and who made it.

Cornelius W. Heine: That was a motion picture on the city of Washington. I cannot remember the company, but about every two or three years the Washington Convention Visitors Bureau would contract to have a new motion picture made on Washington. Some of them were quite good. And this is the motion picture on the city that we would show, with their cooperation. It was a general coverage of the city of Washington.

Herbert Evison: I imagine they were very glad to provide it to you.

Cornelius W. Heine: Yes, they were because they were always anxious to see more people coming into the city.

Herbert Evison: Go ahead now with things that you did. I know you didn't continue doing that forever and ever, amen.

Cornelius W. Heine: No. Actually, since we were the center of the centralized interpretive effort in the entire National Capital Parks, our work at Ford's Theatre was quite varied. We would be called upon for many things. I later moved from the designation of Interpretive Specialist to Park Historian. So, in addition to the interpretive duties, I became involved quite quickly with various kinds of research projects of short duration, some of longer duration.

Cornelius W. Heine: One of the first was a history of National Capital Parks. I think you'd be interested in this. We had with National Capital Parks at that time I think one of the great park executives in this country. And he had been with that office when it was an older office, Public Buildings and Grounds, prior to its connection with and absorption with the National Park Service. That was Frank Gartsite. In those days, prior to 1933, the Director of Public Parks and Public buildings had not only all the parks in Washington, but all the public buildings. And you can really get into the commentary of the growth of the government by seeing how these things developed. General Services Administration was not even an entity in those days. Frank Gartsite had remembered that this historic office, which traced its continuity back to the three Federal commissioners of 1791, had for every year made an annual report. But, by some strange occurrence after its absorption in 1933 by the National Park Service those annual reports ceased. So being interested in history and records, I hadn't been with the organization more than probably about two years at the most when one of these special projects was reinstating the annual reports and doing 1934 with the hope to continue on and do an annual report for every year down to the present at that time, which was probably 1952. Well, I completed the annual report for 1934. Of course, then I was assigned to other projects and that was the only annual report that was ever completed, that is, a formal annual report of considerable substance to carry on this project that Frank had in mind, of resurrecting and bringing back all these annual reports. Prior to that they were bound. They were very good records of work that had been done. And there was a corollary in the Department's reports. The Department's annual reports followed this form. In the earlier years of the Department, they were given great substance. In more modern times they have passed out of existence practically.

Herbert Evison: Sad to say, I think.

Cornelius W. Heine: At the same time, I was doing the annual report of 1934, I was assigned to do the history of National Capital Parks, the history of the office from 1790 to 1955. So, I spent considerable time on that, interviewing the men who were working there, the officials. It was a pleasant job because I was

able to get acquainted with so many people. In 1953, I believe, we prepared some 300 or so copies of the History of National Capital Parks. And that was used as a reference source for the organization and some copies were transmitted to the Director's office.

Cornelius W. Heine: About that same time our history office in the National Park Service started a program to do administrative histories of areas, too, which is still continuing on a basis when the work can be done. So that was an interesting assignment, the history of National Capital Parks. Another research project was the research of the history of the Old Stone House in Georgetown which was suggested by Ronald F. Lee because he felt the Service needed the actual historical research and background on that structure to enable us to make decisions since it was going to be enacted probably as a law to come into the Park System and to enable us to restore it accurately. So, I did the historical research study. And that was a help to William Haussmann, who was given the responsibility for the architectural restoration of the Old Stone House. So, it was a continual job of different research projects coming up from time to time.

Cornelius W. Heine: I would say that interpretation and research occupied probably the largest part of my work for the first several years in the System before I started to branch out into another area, which was the development of and the handling of special events, of which there were a great number of a great variety in the National Capital Parks.

Herbert Evison: You might just put a little flesh on that statement, what you mean by these special events. Of course, I can think right off of the Cherry Blossom Festival.

Cornelius W. Heine: There had always been, probably since the 1920's, a number of large public events that would occur, as you might imagine, in the National Capital. There are events such as inaugurations, parades of great national organizations and many of these events, memorial services, etc., would in one way or another involve themselves with areas of the National Capital Parks. The office would be drawn into it to provide logistical support and help. So really, from the time of the origin of the office of public parks in Washington, you might say it had been in major national events of one kind or another.

Cornelius W. Heine: In the late 1930's there seemed to be an increase to some extent in these events and this coincided with the early years of the Administration of Franklin Delano Roosevelt. I think individuals often times play a role in the understanding or the emphasis that they will place in special events or in any given field. One of the park men who came to work for National Capital Parks in that period, the late '30's or early '40's, was Edward J. Kelly, who, having come from a background of newspaper work and formerly with the Department of Agriculture, had a great interest in seeing that visitors to the parks would not only be enriched from the story that was to be told in the parks, but would enjoy themselves, would have a real

impression and an impact from their visits to Washington and would have the opportunity to participate and witness some of these interesting events. As a consequence, he worked very closely with civic leaders, people in the business area and various organizations.

Cornelius W. Heine: There was closeness of relationship between the park office and community leaders and citizens that has not been equaled in later years. And so, these events began to increase. There were such things as the annual Halloween parade, the President's Cup Regatta and the trophy being inscribed with the President's name, the annual National Independence Day Celebration on the Washington Monument grounds - all these are major events - the famous Cherry Blossom Festival which began in those years and now has an international reputation and interest as probably the major event which may draw visitors to Washington.

Cornelius W. Heine: In addition, to these national events there were a number of smaller kinds of events. And Mr. Kelly believed that regardless of the event that occurred in the National Capital Parks, if it were an event that was something different from the mere routine or passive visibility and activities in the parks, he felt that there ought to be, if at all possible, a representative of the Service there to be of assistance, even if it were nothing more than to say a word to some of the visitors. Now the things I'm talking about are, for example, if a patriotic organization placed a wreath at the statue of John Paul Jones, or if a handful of elderly ladies came out to place some flowers on the graves of the soldiers in the little battleground cemetery - whatever the event that occurred - there was this attitude developed that a representative of the Service, not one person in particular because one person could not be everywhere, should be on hand. This was imbued throughout the organization. And I think this did a great deal to help good community relations with people who lived in Washington and visitors who came here.

Cornelius W. Heine: Now as these activities grew there had to be a centralized office to handle the considerable logistics, the coordination of the planning, because in the major events we might have 400 employees involved. On a major event of national scope, the park office would be responsible for the physical setup of what was required, the policies often times of what could or could not be done, the policing of these events, all of the maintenance work including the cleanup and the actual witnessing and help on the coordination of the event itself. The only way that it was able to work with the greatest success was to have the central coordination under one office, and when it was in the field, under one person. Mr. Kelly, of course, was that person. This was his job. He was the Special Assistant to the Superintendent.

Cornelius W. Heine: When he left his post the work was becoming more and more demanding. Even before he left his post to assume a higher position, the events were becoming so numerous that it was getting to be more than one man could

coordinate. So, he called for assistance, a park historian, who was Sutton Jett. That's how Sutton Jett left the field of park history, because of an important phone call. Ed Kelly decided that he just simply had to have some physical help in getting out to these places. This was again in the early '50's.

SUB #1: "Sutton Jett came into the field of Special Events when he was called upon to assist Mr. Edward J. Kelly who had been Special Assistant to the Superintendent. Mr. Jett coordinated the arrangements for the receptions for visiting Heads of State who were received with elaborate ceremonies in front of the District Building and presented the Key to the City of Washington."

Cornelius W. Heine: These would be presidents, kings, princes, etc. A large part of the coordination was arranged by our office. Mr. Jett got into this work and did a tremendous job on it and really could not be surpassed, but the work was simply too much for one man. He hadn't been in it long until he found he also had to have help on the coordination aspect of it. So that's where, as a young historian, since I'd been in so many of the interpretive programs and public contact activities, that my break came, and he called on me.

Cornelius W. Heine: So, I left Ford's Theatre after only about four years there and came over as his assistant, as a Management Aid, with the principal responsibility to coordinate all events in the National Capital Parks of all types throughout the entire National Capital Parks. So, on any event that would occur, I would be out in the field coordinating the work of the maintenance force, the U.S. Park Police, and whatever groups that we would have involved in these things. If we had five events to be coordinated in a day it might be that Mr. Jett would be at one or two events and I'd be at the other three, but we worked it this way.

Cornelius W. Heine: We were expected also to be present at the many events that occurred in the evening. So, we would work in the office and then we'd go home and have dinner and usually at least four, sometimes five nights a week, I would return right after dinner to be present at each of the Watergate concerts, to be there as the representative. There was nearly always some decision that had to be made.

Cornelius W. Heine: We would often patrol the area in the company of the officer in charge of the Park Police detail. The office also handled all permits for any kind of use or activity that would take place in the parks. This included the so-called public meetings, demonstrations, and protests of all types. We would handle that and be present at the event as the Superintendent's direct representative with the ability to make a policy decision when called upon immediately on the scene.

SUB #2: "I suppose one always looks back with some nostalgia on eventful periods in his career and sometimes speculates on the degree of progress over the

years. In the heyday of my special events days in National Capital Parks, we recorded 600 to 700 events annually. To coordinate and supervise park work for these events often times the responsibility devolved solely upon me. At other times, Sutton Jett and I would divide the events of a given week, each taking about an equal share. We operated on a highly centralized basis. This was almost mandatory for maximum control and efficiency and was particularly helpful because of the great amount of construction work required. This involved the constant setting up and tearing down of stands and other facilities. In many respects, our work and that of the crews involved was somewhat analogous to circuses and carnivals where the speedy setting up and tearing down of facilities was a constant everyday occurrence."

Cornelius W. Heine: I don't mean that it was exactly the same, but we had to be able to call on immediate manpower resources within hours' notice to come out and put up something or take it down. The entire National Capital Parks resources were at the coordinator's disposal. Now, this made for an extreme ability to be flexible. If we needed the manpower in the Northwest, we would have it. Of course, we had wonderful working relationships with these men, and you have to have that. If we needed manpower at the Lincoln Memorial, we had it there. And having this coordination we could see exactly where the difficulties would be, what the problems would be.

Cornelius W. Heine: Well, today this has all been changed, largely because they've broken the National Capital Parks up into five, six or seven different localities, each under a Superintendent who has built his own administrative staff. There's no real centralized control of special events any longer. If an event occurs in the Northwest section, the people up there feel that they're obligated to go out and work on it. So, they call upon the resources of what they have and what is left of the central maintenance shop. If it occurs in the Canal, the man who's in charge there jumps in on it.

Cornelius W. Heine: So instead of a centralized coordinated office where one office and largely one man, or maybe two men, will speak with authority for the policies of the Service relating to events, you probably now have 20-25 people engaged in this same kind of work. I'm not trying to infer that it will not work either way, except you do lose, in my way of thinking, a continuity and the overall view, - the big picture. When you have a group working in one little section, they're not aware of the aspects and the connections to something in another section. In a small geographical area like National Capital Parks centralized control can give you a great advantage of an overall view.

Herbert Evison: I think of this, too. So many of these events certainly require the presence of U.S. Park Police.

Cornelius W. Heine: Yes, and they were the only unit largely that was able to withstand decentralization in the 1964 reorganization, and they maintained their centralization and their unity, I suppose because they were a police force.

- Herbert Evison: That aspect of it occurred to me as probably being so. But let's take the Superintendent of National Capital Parks-Central, Marty Martinek, whom I interviewed here yesterday. Suppose for some event that he's learned is coming up three hours from now that he needs U.S. Park Police. How does he work it? Does he get directly in touch with the Chief? Or does he have to work through the Central office?
- Cornelius W. Heine: I'm not too directly apprised of this now, but I believe that in each of these areas now they have a Park Police representative that they call a liaison officer. So, Marty would convey to this man that he would need this assistance and that officer would place the request into the proper office. One of the differences today in the operation there, as opposed to say 10 or 12 years ago, you have many areas, say for special events or other kinds of activities putting requests into the Park Police instead of one centralized control. Now there are things, of course, that I think are not necessary to centralize at times, but with such things as the specialized nature of special events it's more economical and efficient to centralize it.
- Herbert Evison: I should think that it would be. It seems to me that whenever you break up into a whole bunch of organizations then you have to have a whole collection of functions for each that takes more and more people. It just seems to me, though I'm not at all expert on it, that the present type of organization in National Capital Parks must cost an awful lot more than the old one did.
- Cornelius W. Heine: Well, that's quite possible. These things move in cycles in terms of organization and management and probably they'll eventually change.
- Herbert Evison: You've given some wonderful information on the scope and kind of chore it was to coordinate this multitude of special events. Now how long were you involved in that particular kind of job?
- Cornelius W. Heine: Well, I was really involved in that, Herb, from the time that I got started in it in the early '50's until the day I left National Capital Parks in 1965. What happened, through good fortune, as I was able to advance and move up ultimately to Assistant Regional Director - though at the time that was called Assistant Regional Director for Conservation and Use - the responsibility for special events always remained mine. As I moved up, special events continued as a major unit of my responsibility, so while I became Assistant Regional Director, I had some great help from other people, from Ted Smith particularly, but I had the principal responsibility. So, in the last few years, while I did not have to attend quite the massive number of events, I would select those at which I felt I had to be present to actually do some field coordination. So, I really was involved in special events from the time I started in National Capital Parks until the time I moved into the Washington Office—
- Herbert Evison: Which was when?

- Cornelius W. Heine: In 1965, I transferred into the Washington Office into the position in which you so ably served for a number of years, Chief of Information.
- Herbert Evison: Thank you for those kind words. A question I wanted to ask you, - you were talking about how responsibility for these special events involved you in three or four or five evening responsibilities in the course of a week. I'm sure that you got overtime pay for all of that!
- Cornelius W. Heine: No, we didn't. We had a tremendous esprit de corps and a great morale in the old office of National Capital Parks, particularly in the '50's. We just seemed to consider this, the men who had to do it, as part of the job and their responsibility. Of course, I think you need more than just putting in the time, but the men who were willing to do this often times were the men who had the good fortune to advance because they were recognized as being willing to put in extra time and extra hours without any compensation at all, either in compensation time off to be received later, or overtime. I think though that simply putting in time, in a sense to put it in, is not a thing to be sought after, but in the cases of the men whom I knew and worked with, they just considered this part of the job.
- Herbert Evison: You ultimately became an Assistant Regional Director, and you had these broadened responsibilities. I take it among other things, you were responsible for all the interpretive activities in the National Capital Parks which meant not only your old field of history, but the park naturalist activities as well. I wonder if it wouldn't be interesting to get on the record some of the things that developed in connection with the interpretive program during that time. I don't remember just when this beautiful little modern visitor center went up out in Rock Creek Park, or what degree of responsibility, if any, you had for that. How about some of the events or some of the developments during the time that you were responsible for interpretation and visitor services?
- Cornelius W. Heine: I hope I don't go too far back in the time period on it. Of course, the National Capital Parks paralleled, although not quite as early, but paralleled to some extent the Service as a whole in its development of interpretation. I believe it was in the late '30's that a naturalist was assigned to National Capital Parks, a gentleman by the name of Hoffman, a park naturalist. He preceded the period of Mr. Donald McHenry, whom I'm sure you know a great deal about. Then in 1942, and perhaps before that, there were park historians on the staff of National Capital Parks. The history office was separate at that time from the naturalist's office because the history office administered all the national memorials, again on a centralized basis.
- Herbert Evison: And they actually administered them.
- Cornelius W. Heine: They administered them. The Chief Historian, under whom I worked when I first started, was the administrator of all national memorials. You see the National Capital Parks in all of those years prior to the early '60's was

organized on a strictly functional basis - area-wide. In other words, the man who had the specialty, or the background - such as the Chief Historian - he had the administration of the national memorials because they were national memorials of historic significance. He was in supervision of the guards and the staff, etc.

Herbert Evison: Including the interpretive program.

Cornelius W. Heine: Everything pertaining to those sites. He operated them as you might say a superintendent would, but he was the Chief Historian, and he was a division chief reporting to the General Superintendent. The interpretive program developed quite briskly in National Capital Parks, and you could name any number of men who came in and offered innovations and conducted programs. You had men like Mr. McHenry, whose son is still with the Service, Drew Chick, an energetic park naturalist, Sutton Jett, who was deeply involved in historical interpretation, Randle Truett and Stanley McClure. You could just name dozens of people.

Herbert Evison: You've omitted one very important one and I can't think of his name myself now, but he was Superintendent of Hot Springs National Park.

Cornelius W. Heine: Raymond Gregg. That was again a personal aid or a lift in my career I think, to some extent. When I joined the National Park Service on a permanent basis, I don't believe I'd been with the Park Service more than a matter of a few weeks and I was working in my office at Ford's Theatre, working on research or something else. Ray Gregg every summer sponsored his Friday night Sylvan Theatre program, at which, one evening each week of the summer, he would have a well-known explorer, traveler, author or speaker who would give a talk on any subject conceivable in terms of history, geography, and public information, narrated sometimes, using motion pictures, slides, etc. Sometimes 1,500 or 2,000 people would attend these events. These have been dropped now as have many other vital types of interpretive programs. So, my superior, Randle Truett, was scheduled to present the program on National Capital Parks, its significance in the history of the Nation, a kind of over-view talk on the Nation's Capital and really the beginnings of our American nation tied into it. Well, Randle at the last moment was struck by illness. So, I received a call from Ray Gregg. First of all, Randle came into the office, and he was very ill and had to go home. And he said to me, "You take this over." So that night Ray Gregg found this fairly young park historian with about three or four weeks of experience, I guess, appearing on the scene as the lecturer. Well, after some good-natured remarks he introduced me. I did the best I could on this program, which I'd had to put together quickly, write it, etc. And it seems as though it struck off quite well with Ray Gregg, who the next day was very complimentary in sending a letter of commendation, you might say, on the manner and the scope of this talk. So, I always appreciated his forbearance and help to a young interpreter

faced with an audience of about 2,000 people out there after just joining the Park Service.

Cornelius W. Heine: He was instrumental also in developing a very innovative natural history program. When Ray Gregg left, he was succeeded by Drew Chick, and so the history and natural history programs of interpretation moved along beautifully in parallel. When I later became Assistant Regional Director, we kept the entity of these programs and their dynamism, but we did combine them under one organization where we had a chief interpreter who was responsible for both historical interpretation and natural history interpretation. Over the years, these areas in the National Capital Parks might be considered somewhat as training grounds because countless men started their careers here as young interpretive aids and assistants - people like Myron Sutton, who started the same way I did. He did his early work at Prince William Forest Park. Many of them started in National Capital Parks and after several years, they would move out to other areas of the Park Service.

Herbert Evison: I know that it has been a great training ground for interpreters both in the field of history and of natural history. Now, I happen to remember, Con, that while you were in this position, heading up interpretation, you also were the Information Officer for National Capital Parks. I think you ought to tell here a little something about your experience in that. I mention it particularly because I know that you went from that position over to one that your experience here had qualified you for, which was Chief of Information in the National Park Service itself.

Cornelius W. Heine: Okay, thank you, Herb. As you might imagine, Special Events, because it dealt so much with the public and so many notables were involved and press people, it had a fairly close relationship to at least one aspect of Information. So, historically the special events and information were usually in the same organization in National Capital Parks. So, actually through the years, I was always involved with information and that was another facet of the operation. And as Assistant Regional Director, I was responsible for the special events as only one facet of the work, also the total information program for the National Capital Parks, all concession operations and contractual relationships, the administration of the national memorials, the land program and real estate functions, and the interpretive programs. So, it involved a number of phases in Operations.

Cornelius W. Heine: But, to go back specifically to information, this was very important, and still is in the National Capital Parks because of the great interest on the part of the people and representatives of the press and TV and radio in events that occur in connection with our national memorials, large gatherings, and human-interest events. So, we had a very active public information office which handled inquiries from the public, letters from school children, relationships with the media, special assistance to them in

their covering of different programs, and all of the things that one would do in a public information program.

Herbert Evison: Among other things, the preparation of texts for publications which my office in former years had handled and still undoubtedly the present publications office handles material that comes to it from people like you in National Capital Parks.

Cornelius W. Heine: That is right. We prepared materials which were brought in and reviewed and edited under your office.

[START OF TAPE SIDE #3]

Herbert Evison: Con, I think we mentioned on the previous reel your transfer from the position of Assistant Regional Director in National Capital Region to the position of Chief of Information. And of course, as is natural I think, in my case, I'm always interested in people who become Chiefs of Information, having occupied that position myself for 12 years. You came in at a particular time. This was 1955 when you transferred did you say?

Cornelius W. Heine: 1965.

Herbert Evison: 1965, yes, of course. One of the first chores that you faced was that of handling the publicity for, and I imagine a good many of the preparations for, the observance of the 50th anniversary of the passage of the National Park Act of August 25, 1916. People say, "of the establishment of the National Park Service", but as a matter of honest fact, as you know, the Park Service wasn't established until 1917, when it got its first appropriation. But the important thing was that they got a Park Service Act passed in 1916. Now what I want is some idea of what that 50th anniversary observance involved in your personal case.

Cornelius W. Heine: Well Herb, it was a great pleasure to have the opportunity to work on that in the year 1965 and carry through during the 50th anniversary year of 1966. Of course, I think the National Park Service is one of the finest organizations and has one of the best potentials to utilize the substance of information about the parks and about their unique features and values to the American public. So, we do have a product, if you can call it that, the great national parks. And as I know from your experience as Chief of Information, that it is pretty difficult to beat this as a subject matter. It's something like the convention bureau chief who may be in a city that has so many natural attractions that he simply has to sit there and watch the people come in. But nevertheless, it does take some work and effort to stimulate your cohorts and your fellow workers to bring forth and put out the information that is helpful to the public on these areas. But we do have this tremendous product and this great interest in the parks which the American people carry with them. Now as information offices go, I suppose in fairly large bureaus I do not believe that in the year 1965, we had a very large staff in our Information Office.

Herbert Evison: I know you didn't.

Cornelius W. Heine: And, of course, as I think you will realize, we were not overflowing with funds to develop great amounts of printed material and information on our parks. So, through gathering together in meetings with the Information staff we did attempt to do the best we could with the limited means that we had. I think there were probably only three or four major elements that we agreed upon very early that more or less carried the program. And I've often thought that on a larger scale these and other elements could carry bigger programs of information if they were applied. Really one of the first steps that we took was to come to the realization that in our 172 areas in the System, and in our superintendents and our staffs at these areas, that we had to utilize and call upon their assistance and help in making known to the public that we were having a 50th anniversary and in offering programs. So, after study and consultation, we prepared a memorandum signed by Acting Director Clark Stratton, as I recall on January 6, 1966. Of course, the planning of this had gone forth in 1965. In this memorandum to all field areas the Office of the Director set forth what we wanted to do in the 50th anniversary and called upon every employee of the Service in the way that he or she could, in the framework of their work, and in a very wholesome way, promote and call attention to the 50th anniversary, to offer even a greater service to the public, to make this a time when not only we would reflect, but we'd even try to improve our work.

Herbert Evison: I imagine I'm correct in saying that you had a very large hand in the preparation of this, I don't think that's giving away any deep, dark secret.

Cornelius W. Heine: I did give quite a bit of thought to it. Going back to the memorandum specifically, we outlined in this memorandum the steps that we asked not only the superintendents, but the field employees to take. We listed nine specific activities that we asked them to undertake. So, Herb, from your experience in the very unique field of information and public relations I think you can realize that we had, if I may use the word, a "multiplication" factor going here if you know what I mean.

Herbert Evison: Yes.

Cornelius W. Heine: Now, it may not be that each superintendent could carry out all nine activities. So, maybe one superintendent was able to excel or carry out four of these steps in his supervisory program in the park. Putting these all together we had a national program in embryo, right there for our 50th anniversary. So, we had circulating through the field this memorandum of instructions of what we expected from the anniversary, of how we viewed it as one great way to improve our services and listing these things. I won't take this time to list them, but that was the first step that we took. And I think that in any undertaking like this, as with any other organization, you must count on your own people to help promote it in the very best way possible. So, I would list that set of instructions as being very important.

Herbert Evison: They set the - tone.

Cornelius W. Heine: They did set the tone. Apart from the memorandum of instructions, in our Information Office, we also prepared a narration text on the 50th anniversary of the National Park Service supplemented by a very meticulously selected group of 110 slides. And we took the cost and ordered enough sets of the transcript and the slides to send one complete set to every unit of The System. And a great many of our superintendents installed this narration on tape and showed this in their parks, so we did help them from our office here in that respect.

Herbert Evison: I bet that was about as big a slide order as the Park Service ever gave.

Cornelius W. Heine: It probably was. And I think I probably have only one full set of that left today which I have in my office. Now the second step, next to the set of instructions, that I probably would say helped us to the greatest extent to publicize the anniversary - I'm holding here probably one of the few remaining copies of this. As I mentioned, we did not have a great deal of funds, so in-house, within our own capability, here in the Information Office, we decided to prepare what you might call a kit, or a brochure, of supplementary material on the 50th anniversary. This material, which I have here, contained a short history of the Service, all written by people in our Information Office. I think you will remember Hazel Wharton.

Herbert Evison: Yes, who died just recently.

Cornelius W. Heine: It was very tragic, and I was very sorry to hear that. She wrote this very fine history. I selected different people to write all these different items. So, we had statements on the anniversary, press releases, advice to picture editors, booklets on the scope of the Park Service, a special little brochure on the anniversary itself, material on visitation in the parks written by Mary Ryan, one of your long-time employees, wonderful or unusual quotes on conservation, and a number of these supplementary materials.

Cornelius W. Heine: I think probably one additional little idea worked out very well. We put a postcard in each one of these brochures. And on that postcard was the return address of the National Park Service. We offered four questions - as to whether the person receiving this material would like more information on the 50th anniversary, whether they wanted photographs, whether they would plan to publish an article, which many of them did and whether they had other elements. We received a great return on these postcards from news people, authors and travel people all over the country. Now what did we do with these kits—

Herbert Evison: I was just going to ask you.

Cornelius W. Heine: We prepared these and, of course, on a limited basis we were able to prepare only 7,000. We then prepared a selected list to the best of our ability of the major newspapers in the larger or medium-size cities of the United States with the best coverage to the largest number of people, the

principal radio and television stations, the well-known individual authors and columnists, and a list of a cross section of the top-flight communications people in the country. Of course, there are far more than 4 or 5,000, but we had to limit ourselves to this. And we did contact the principal media outlets in all of the major cities.

Herbert Evison: That must have been quite a chore just making up that mailing list of whom you were selecting.

Cornelius W. Heine: Yes, it was, although it did not take too long a time. So, we mailed these kits very early in the anniversary year, right at the first of the year, to the list that I've spoken of, and to every park superintendent. We held back, of course, a very limited supply of extras and some superintendents requested extras. Of course, there was some little effort involved in just putting together, sorting, as you do in this kind of a thing, and mailing 7,000 of these out. Now, the value of this I think was that it probably was the most catalytic of any single effort we did. When these kits reached the desks of the travel editors, or the managing editors, or the people that they did reach, I feel that a substantial number made some use of these brochures. And I gauge that particularly on the return that we had on the postcards because many news people asked for other things such as a photograph or they told us that they were preparing an article.

Cornelius W. Heine: Now, the only other way that we have to gauge the result of this is the fact that while we did not have a clipping service of all newspapers, we tried to maintain a representative check on information that was being published about the Service. And from what we could see there were quite a number of special articles brought out on the Service during the anniversary year, some of which were independent of the kit to be sure. But, in many cases the kit was the stimulator that called the travel editor's attention to the fact that maybe he should plan a story on this four months from now. There were special articles and entire supplements in such newspapers as the New York Times, the Philadelphia Inquirer, and newspapers all across the country. And we received copies of those. So, I consider this kit as probably our most effective, catalytic effort.

Cornelius W. Heine: Now, we did other things, of course, as you might imagine. We tried on an individual basis to call attention to individual writers on specific subjects in the parks. We had an exhibition of some of the most historic paintings of the national parks, some of the Moran paintings, which were exhibited under cooperation with the Smithsonian Institution and had a reception and a wonderful evening with a number of leaders from conservation organizations viewing those historic paintings. We had such things as a 50th anniversary postage stamp prepared. Other special publications were prepared. And, of course, the year was climaxed by a 50th anniversary dinner that was held at the Statler-Hilton Hotel in Washington and attended by several hundred Park Service people, members of Congress, representatives of all of the principal conservation organizations, and

government officials. The principal speaker was the Secretary of the Interior, who at that time was Stewart Udall. Through a special arrangement we were connected with Yellowstone National Park on this occasion where they were having an anniversary dinner. The talk was given in Yellowstone on the 50th anniversary by Assistant Secretary of the Interior, Stanley Cain. And as he spoke through this simultaneous live connection that we arranged with the communications people, his words came into the ballroom at the Statler-Hilton here in Washington where the friends and officials of the Service were gathered. Then the other speeches ensued at the anniversary dinner and that brought to a climax the 50th anniversary.

Cornelius W. Heine: Of course, there are many additional things you can do, but as I look back on it, I do think that, with the limited resources we had, we were able to stimulate quite a lot of interest in the 50th anniversary and in the future of the Service.

Cornelius W. Heine: Now, you asked me earlier specifically what lessons we may have learned from this. Well, I think you always learn a few lessons. One of them is what I referred to with respect to memorandum and the kit. And I'm not sure if I'm using the right word for it, but for want of a better word, I would call it the "multiplier" factor. That is, through the reception of the kit by some 6,000 articulate and talented people in the communications field in the United States, many of these people came to have a greater interest in doing something. And perhaps some of them would do several articles on the Service. And so, I think this expanded. I would also say that one of the things we learned is that the percentage of your contacts is vital in something like this, the number of contacts that you can make. I would also say that from the beginning, we felt - and we never changed this viewpoint - that good communication is in part not overlooking people and not overlooking things large and small. We tried not to permit ourselves to think that people would know what you wanted to tell them. Often times, in our great rush in communications today, lots of people, even people in the communications field, do not possess some of the simple and basic facts on organizations such as the National Park Service. So, we tried at the beginning to avoid the assumption that everybody knew this. Rather, we went on the theory that possibly many of them did not know some of the basic facts or had forgotten.

Herbert Evison: You had to start with the very rudiments.

Cornelius W. Heine: Absolutely, we started with the basic rudiments about the Service. And thirdly, we believed - and I would call this a lesson - that we should not attempt in any respect to control in any way, shape or form, the ramifications or aspects of stories. In other words, we would send the basic stimulating material, such as the kit, or basic facts about the Service. Many times, a newspaperman, Jones or Smith, might come up with a story quite divergent from our basic material. We looked upon this as good. In

other words, from the initial stimulus you might get a variety of types of stories, not all of which maybe you or I would say we felt would be the best story.

Herbert Evison: The important thing was that it was not a controlled program.

Cornelius W. Heine: That's right, not controlled in any shape or form. And we stressed this throughout, I think probably fourthly, another lesson is that you need a unity of purpose. You need a backing of the Service which we had through our field people. If you do not have this unity, of course, it makes your work a lot more difficult, particularly in information and public relations.

Cornelius W. Heine: Then, again, another lesson was the interrelationships and interdependence of various interest groups. As you know, today, with so many people belonging to a myriad of organizations often times maybe some of our information would reach a Mr. Smith and some Mr. Jones or a Mr. Becker and then they would be members of other organizations and through the course of their personal communications, they would talk about values or features in Yosemite National Park, or the history of Yellowstone National Park with opinion makers or just plain citizens who were members of organizations with whom we made no initial contact. These intercommunications and interrelationships between different groups are most important. They have been stressed by The Deans of Public Opinion Classics.

Herbert Evison: When you throw the pebble into the pond, you never know how far the waves are going to extend.

Cornelius W. Heine: You took the sentence right out of one of my instructions, that's the sentence that was used in there. When you put the pebble in the water you have the rings as you mentioned, and I think that's a very important thing to always keep in mind. Finally, I would say that you must, of course, have a sufficient production staff in the arts of communication and distribution to at least get out the minimal materials that are needed. I think that distribution is very important, and distribution is, I believe, often the factor that is most frequently overlooked in many major information programs. They prepare material, but it doesn't always get out to the right source.

Herbert Evison: Now, I have a question about that. We have a mailing list of course, for National Park Service press releases. And those releases go only to people, or papers, or agencies, or what have you, that have asked for them. That's by a long-standing rule of Congress. Now, I am curious as to how you got away with the distribution of a kit like this to a large number of people who hadn't asked for it, but to whom it certainly was valuable.

Cornelius W. Heine: A number of these people were on our National Park Service list to begin with. And you know the Department also has a list which is to some extent larger than the Service list. When we were preparing our new list, the

special list for the 50th anniversary, we made an effort - and it was largely successful - to contact a number of these people and ask them if they would like to receive this kit. And in many cases, almost 100 percent, they indicated that they would like to receive this information. And so, with that, knowing that they were receptive, and the placing of the postcard which would give them the opportunity to ask for still more information, we felt that it was within the bounds of the policy to do this.

Herbert Evison: It sounds to me as though it was, too.

Cornelius W. Heine: One final thing. We tried to interest a number of television stations in doing programs in the anniversary year. And there were several programs in different parts of the country, but you have to start very early. And there was long planning on this because of the fact that so many of these public service programs have to be planned so long in advance. So, I think that we learned several things from this anniversary program that we could probably utilize again in the future and expand in other similar programs. It was quite a pleasure really to be involved in it.

Herbert Evison: I'm impressed with the fact that you really did organize this. You set the foundation for it through this general memorandum widely distributed through the Service. You did your planning early and you got together a very effective kit. I got one of them at the time they were being distributed and it is a good kit. But it certainly couldn't have been done if you had been haphazard about it. You wouldn't have gotten to first base. We have a little more tape left and there's one or two things I wanted to ask you. When you came over as Chief of Information the setup in Information was still very much what it was in my day as I remember it. That is, the office of Information was responsible for the publications program still, was it not?

Cornelius W. Heine: No, there had been one change and that is the only change, Herb, when I came over in '65. Before I came over as Chief of Information, the office of Publications, you know the writing, printing and publication of our thousands of publications on our areas throughout the System, had been transferred out of Information and made a separate office under Vince Gleason, reporting to Bill Everhart. So, we did not have Publications as a part of Information. We had to ask their help on occasion and so forth, but that was the one major informational type unit that was not a part of The Information Office.

Herbert Evison: I had forgotten just when that separation was made. Of course, it's interesting to me that what used to be the Branch of Information is now two divisions in effect, vastly enlarged in each case. Each division, the Division of Publications and the Division of Information and Tourism I think it's called, each have many more employees than my old Branch of Information did.

Cornelius W. Heine: Yes, that's true.

Herbert Evison: That's one of the ways in which things evolve. I don't know how much Parkinson's Law is involved in there.

Cornelius W. Heine: It's certainly a factor that these organizations and offices do have a way of growing, I think, in the government. And that's probably one of the reasons that there's so much interest and discussion these days on restructuring elements of the Federal government, which has developed along general lines for the last 40 years or so.

Herbert Evison: Well, now, that just about ends up this tape. I'm immensely obliged to you, Con, for giving me this time this morning and the wonderful lot of material.

Cornelius W. Heine: You're quite welcome. It was a real pleasure to be here with you.

[END OF INTERVIEW]