ADMINISTRATIVELY CREATED DIVISIONS

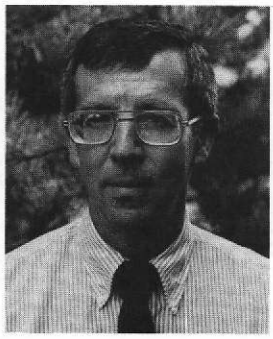


*Figure 20.1. **Denis S. Case**, Chief of the Division of Research, 1973-1975.*

*Figure 20.2. **Terrance A. Wakeman**, Chief of the Division of Planning, 1973-1975.*

DIVISION OF RESEARCH

by **Denis S. Case**

A Research Section, created in the Ohio Department of Natural Resources by Director Nye on 25 May 1972, was elevated to Division status by an Executive Order of Governor John J. Gilligan on 12 February 1973. The head of the original Research Section was Clem Meier, with a background in remote sensing. Denis S. Case (Fig. 20.1), with training as a biologist, was Division Chief from 2 April 1973 until the Division was dissolved in May 1975. Clem Meier remained with the Division as Assistant Chief throughout that period.

The stated purposes of the Division were to carry out all research activities for the Department and to develop a departmental management information system. At that time, it was thought that a centralized approach to research would result in more effective acquisition of grant funds, and would serve to avoid duplication of research efforts within the Department. During the Division's existence, the term "research" was interpreted broadly; specific activities ranged from conducting conventional scientific research to providing computer hardware support for other Divisions. Personnel and funding resources were never allocated to allow the Division to undertake all departmental research, but a functional remote sensing capability was developed. This capability is still maintained in the Department, currently in the Division of Soil and Water Conservation.

An administrative change in early 1975 provided an opportunity to reevaluate the feasibility and desirability of a centralized research unit. The decision was made to dissolve the Division of Research and return the responsibility for planning and conducting research to the individual Divisions.

DIVISION OF PLANNING

by **Edwin J. Hammett**

During the early 1970's, ODNR Director Nye in response to strong citizen interest in the environment, attempted to move ODNR into the forefront of environmentally based land-use planning. Many of the Department's programs

were already involved in land-use activities, and Director Nye chose to pull together several of these programs under the direction of Terrance A. Wakeman (Fig. 20.2) who had already established the successful floodplain management program in the Division of Water. Deputy Director James P. Schafer was selected to coordinate this new Division of Planning with other agencies, and Frank Leone became Wakeman's assistant. The concept was to provide special protection to several special resource areas through direct State action and assistance to local government agencies. Several programs were created which in addition to several existing programs were placed as Sections, each with an Administrator, in the Division of Planning. Although the structure was fluid, the Division included the following Sections at the height of its operation in 1974:

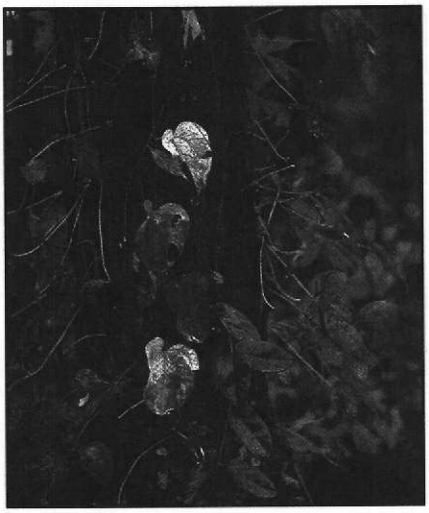
Planning Services-David LaValle
Floodplain Management-Terry L. Wells
Scenic Rivers-Edwin J. Hammett
Natural Areas-Richard E. Moseley, Jr.
Outdoor Recreation-Donald P. Schmidt
Shore Zone Management-Gary Turner
Water Planning-Arthur F. Woldorf
Environmental Assessment-Gary Johnson.

The Division was created by an Executive Order of Governor John J. Gilligan, and existed only from 12 February 1973 until May 1975. Many of the employees of the Division were young, idealistic, and eager to change the world. Director Nye provided the Division of Planning with resources and strong personal support, but controversy abounded, especially concerning water-planning activities. Although this Division was discontinued when planning activities were decentralized, many of its new programs and innovations continue to exist today in other Divisions. The Ohio Capability Analysis Program (OCAP), model floodplain regulations, substantial expansion of the scenic rivers and natural areas programs, assessment of dam and channel projects, and planning for the strip mine reclamation programs all started in the Division of Planning.

PART THREE

The Offices

THE OFFICES



As provided by the Ohio Revised Code, Offices are created within the Ohio Department of Natural Resources either by legislation or upon request of the Director to provide professsional and coordinated assistance for needed services throughout the Department.

OFFICE OF CHIEF ENGINEER

Ned E. Williams,
James A. Swartzmiller,
and **Robert L. Lucas**

*Figure 21.1. **F.O. "Barney" Kugel**, first Chief Engineer of ODNR, 1960-1961.*

*Figure 21.2. **Ned E. Williams**, second Chief Engineer of ODNR, 1961-1969.*

CREATION OF THE POSITION AND OFFICE

The position of Chief Engineer of the Ohio Department of Natural Resources was established by an administrative directive on 16 August 1959. ODNR Director Eagon expressed the need to have engineering advice and assistance because he was required to sign all engineering plans and he was not an engineer. On 1 March 1960, he appointed F.O. "Barney" Kugel (Fig. 21.1), Chief of the Division of Shore Erosion (see Chapter 10), to the position of Chief Engineer. Jim Swartzmiller, who was the Assistant Chief of Shore Erosion, continued in that position but also aided Barney in his new role as Chief Engineer. Policy Memorandum No. 12 outlined certain policies and procedures for the conduct of engineering activities in the Department and stated that "... the Chief Engineer is the principal staff representative of the Director in all matters of engineering planning, the letting of contracts, and the inspection and supervision of construction projects." The Chief Engineer occupied an office on the eleventh floor of the old State Office (Ohio Departments) Building, 65 South Front Street, in downtown Columbus, the same floor which housed the Director's Office and other departmental administrative offices.

The Office of Chief Engineer became a statutory position on 2 November 1961, the effective date of Amended House Bill 379, 104th General Assembly. In addition to creating the position, the legislation specified that the Chief Engineer must be a registered professional engineer. This is the only position of Chief in ODNR for which professional requirements are statutorily defined. This Act also abolished the Division of Shore Erosion and assigned the responsibility for shore erosion projects to the Office of the Chief Engineer. Prior to passage of the legislation, Barney Kugel retired after 40 years of service with the State of Ohio. Ned Williams (Fig. 21.2) was named to succeed Kugel, transferring from the Division of Water along with his staff. Jim Swartzmiller transferred from the Division of Shore Erosion to become Assistant Chief Engineer.

Memorandum No. 18 of 5 February 1962 addressed the staffing of the Office of Chief

*Figure 21.3. **James A. Swartzmiller**, third Chief Engineer of ODNR, 1969-1985.*

*Figure 21.4. **Michael J. Conners**, fourth Chief Engineer of ODNR, 1985-1987.*

*Figure 21.5. **Steven W. Carter**, fifth Chief Engineer of ODNR, 1987 to the present.*

Engineer. It transferred four positions from the Division of Water that were filled by John Barrett, David Mohr, Neil Butt, and Jerry Dew; two from the Division of Lands and Soil, one filled by Carroll Dunfee and a vacant position; two from the Division of Parks, one filled by Henry "Hank" Cowgill and a vacant position of professional engineer, later filled by Ernest Rotering. With these transfers came certain activities including the following: Muskingum River Locks and Dams; Burr Oak Water Treatment Plant and pipeline; engineering phases of the Salt Fork project; drainage activities in connection with House Bill 25 and the County Ditch Law; the coordination of engineering planning, design, construction, and inspection involved in new construction; and assisting with the operation of sanitary and water systems. As provided in Amended House Bill 379, "Engineering activities which are strictly maintenance in character...shall remain the responsibility of the respective Division."

When the Office of Chief Engineer was first established, any contracts for engineering and construction were handled by the Ohio Department of Public Works. This caused some duplication of effort, additional administrative expenses, and the problem of one agency being funded for capital improvements and another agency authorizing expenditures for construction and extra orders. Legislation was enacted on 19 August 1963 which allowed ODNR to be responsible for its own engineering and construction. The ODNR Director was authorized to enter into contracts for engineering and construction on lands and waters under the control of ODNR.

Shortly thereafter, in November 1963, all engineering and construction personnel of the various Divisions of ODNR were consolidated into the Office of Chief Engineer. Prior to this time, Divisions employed their own engineers, surveyors, and architects. The consolidation of engineering and architectural personnel and services within the Office of Chief Engineer materially increased the efficiency and quality of the departmental engineering work while reducing costs involved in staffing, consulting, and inspection fees.

With the consolidation, the previous office space was not sufficient, and the Office of Chief Engineer was relocated to the Hangar Building, 1500 Dublin Road, Columbus, which was also the home of the Division of Wildlife and the Division of Parks and Recreation. Later, the Office moved back downtown to the ninth floor of the old State Office Building; and eventually, in 1972, to the ODNR Headquarters in the Fountain Square Complex in north Columbus.

The formation of the Office of Chief Engineer, the consolidation of technical staff under the Chief Engineer, and the ability of ODNR to let its own engineering contracts were extremely important steps. Without these steps, the engineering and construction work could not have been accomplished in the time frame allotted with the quality and efficiency that were obtained. Ned Williams resigned from the position of Chief Engineer in February 1969 when he was appointed Executive Director of the Ohio Water Development Authority. Subsequently, he was named Director of the Ohio Environmental Protection Agency (OEPA). James A. Swartzmiller (Fig. 21.3) was appointed Chief Engineer in February 1969 and served in that capacity until his retirement from public service in January 1985. Michael J. Conners (Fig. 21.4) was appointed Chief Engineer in May 1985 and resigned the position in May 1987 to become Chief Engineer for the City of St. Petersburg, Florida. On 24 August 1987, ODNR Director Sommer appointed

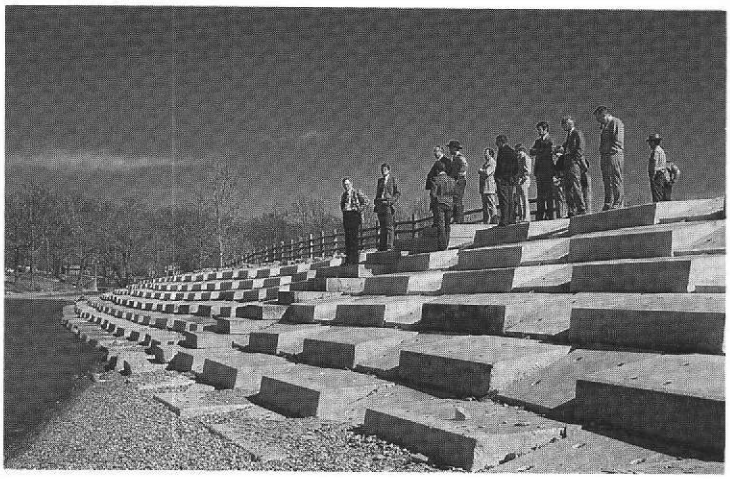


Figure 21.6. This first-of-its-kind, precast, articulated, concrete revetment was designed and installed in 1975 by the Office of Chief Engineer at Geneva State Park to protect the bathouse from erosion by Lake Erie. Photo by William G. Mattox, April 1977.

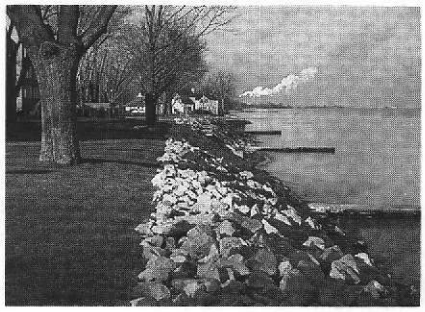


Figure 21.7. All efforts to arrest shore erosion along Lake Erie require a permit from the Office of Chief Engineer. This fortified shoreline at Huron is privately owned. Photo by James Swartzmiller, 19 December 1986.

Steven W. Carter (Fig. 21.5) as Chief Engineer, a position in which he continues to serve.

RESPONSIBILITIES OF THE OFFICE

After consolidation, the Office staff continued to work on assignments already underway within the respective Divisions. In addition, plans were started in-house for major recreational improvements. The advanced preparation allowed a fast start on construction when large amounts of funds were made available in 1965 and 1967 for new State Park facilities and water-planning and development from the previously passed State bond issues.

The passage of the bond issues placed a tremendous work load on the Office, and the staff grew very quickly to approximately 60 people. Design work that could be handled efficiently in-house was assigned to staff. Work beyond the staff's capabilities was contracted to consultants. It was never a policy of the Office to provide sufficient staff to handle all projects in-house. A well-trained small staff was maintained for design and construction work with reliance on consultants for a great majority of the large design projects. The Office has maintained this policy over the years with the size of the total staff fluctuating between 70 to 80.

From the beginning, the Office of Chief Engineer has become a key staff element of the Director of ODNR. Its assigned responsibilities now include:

1) Implementing ODNR's capital improvements program. This includes the survey, design, and construction of all new projects as well as the major maintenance projects for which the General Assembly makes appropriations. Many of these projects require the contracting of work to consultants and the associated monitoring, reviewing, and approvals necessary to handle these contracts.

2) Performing land surveys to establish and document boundaries for ODNR projects and new acquisitions by the various Divisions, and to support engineering design and construction activities.

3) Coordinating ODNR's roadway and parking area maintenance program with the Ohio Department of Transportation (ODOT). This requires maintaining an accurate inventory of roadway and parking areas for all existing facilities. Review and establishment of an annual maintenance program is done in cooperation with the respective Divisions administering the areas, as is identification of all access roadways to be reconstructed and maintained leading to ODNR areas.

4) Acting as Shore Erosion Agent for the State of Ohio along the shoreline of Lake Erie in accordance with Chapter 1507 of the Ohio Revised Code. This includes issuing shore erosion permits for work to arrest shore erosion and administering the rotary funds for cooperative projects to combat shore erosion and protect both public (Fig. 21.6) and private property (Fig. 21.7).

5) Acting as contracting officer for ODNR in all engineering and construction matters except land reclamation projects.

6) Administering an operation and maintenance program for ODNR's numerous water and sewage treatment plants.

7) Operating the Burr Oak Water Treatment Plant and distribution system.

8) Coordinating projects, programs, policies, and procedures with the United States Army Corps of Engineers in areas of mutual interest.

9) Representing ODNR regarding federal disaster agency service requests and assistance.

10) Providing technical assistance to federal, State, and local agencies, ODNR's Divisions and Offices, and the general public as requested.

To accomplish these responsibilities, the Office of Chief Engineer was, and still is, organized into five Sections according to function.

THE DESIGN SECTION

The Design Section handles the in-house design work and preparation of construction plans for ODNR's capital improvements and major maintenance projects. The Section also reviews all designs and plans prepared by consultants and plans submitted that must be reviewed and approved by the Department or other Offices and Divisions such as cooperative federal and watercraft projects. Staff within this Section also assists the Chief Engineer in the role as Erosion Agent for the State by responding to private property owners who request technical assistance and advice regarding shore erosion protection. Such requests number about 25 each year. This service also requires the reviewing of plans developed for cooperative projects for constructing erosion-arresting facilities and the reviewing and approving of permits for any work to arrest erosion on the Lake Erie shoreline. Approximately 50 permits are issued per year.

The Design Section provides technical assistance to other Divisions within the Department on smaller maintenance projects and from account work performed with their staff. The Section also assists the Chief Engineer in the role as ODNR's representative for federal disaster agency requests and assistance at times of natural disasters such as floods, tornados, or heavy snowstorms.

THE SURVEY SECTION

The Survey Section performs all land surveys for the Office. This includes boundary surveys on existing ODNR holdings as well as for new acquisitions. Many surveys are required due to encroachments on land under ODNR ownership. These encroachments often require considerable courthouse research and meetings with attorneys to resolve conflicts over ownership and occupancy.

This Section assists the Design Section by performing all surveys required to obtain essential field information for the siting of facilities and the design work performed in-house. It also assists the Construction Section by performing the construction layouts required for capital improvements projects. An average of 150 land surveys are completed each year.

When people visit a State Park or beach, they do not see the area as it existed previously. They have no idea of the brush, thorns, briers, trees, ice, snow, and rain that were involved in getting accurate survey information to the drafting room. *Bad information is worse than no information!* Surveying is not a profession for anyone who can't take mosquitoes, ticks, chiggers, poison ivy, irate farmers, cross dogs, snakes, and miserable weather.

THE CONSTRUCTION SECTION

The Construction Section coordinates and handles the inspection of all projects constructed by ODNR under the capital improvements program. This involves the direct inspection of projects designed in-house by the Design Section and the supervision of consultants employed to inspect projects designed by consultants. The Section also maintains ODNR's roadway and parking area maintenance program in cooperation with ODOT, amounting to about $3.5 million each year. This involves maintaining an accurate and current inventory of all such facilities and development of an annual maintenance program including striping of centerlines and parking areas. In cooperation with the various Divisions that own and operate facilities, personnel from the Construction Section maintain an inventory of all roadway signage, including the replacement of any damaged or stolen signs. The Construction Section has recently supervised the renovation of the dam at Lake Milton (Fig. 21.8).

THE OPERATIONS SECTION

The Operations Section performs minor construction and repairs on ODNR areas. It prepares, reviews, and processes all ODNR contracts and agreements (with the exception of reclamation projects) involving engineering and construction. This includes preparing and advertising of notices to bidders, opening and recording bids, obtaining releases and encumbrances of funds, and awarding of contracts. The Section processes all purchase orders, fund encumbrances, disbursements, and receipts for capital

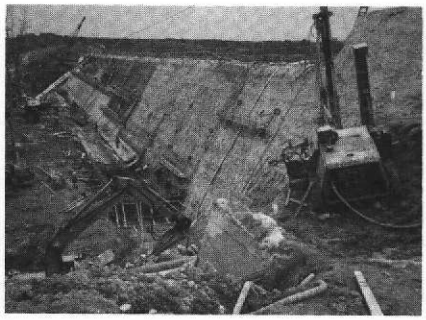


Figure 21.8. As Lake Milton in Mahoning County was becoming the 72nd State Park, the Office of Chief Engineer directed the rehabilitation of the dam. Office of Chief Engineer file photo, 10 June 1987.

improvements and rotary accounts administered by the Chief Engineer. It also provides supply and transportation support to the staff of the Office of Chief Engineer. In 1988, the Operations Section was assigned Department-wide responsibility of liaison with the State Controlling Board.

THE SANITARY SECTION

The Sanitary Section administers and supervises an operation and maintenance program for ODNR's 40 water plants, 77 sewage plants, 15 swimming pools, and mechanical equipment in 9 State Park Lodges. The Section operates the Burr Oak Water Treatment Plant and distribution system and coordinates design and approval of new or modified water and sewage facilities with the design engineer, OEPA, and appropriate authorities of the Ohio Department of Health.

Prior to the formation of the Office of Chief Engineer, sanitary engineering work was performed primarily by engineers in the Divisions of Wildlife, Forestry, and Parks. Most design work and construction during this period consisted of small well water supplies with hand pumps or small hydropneumatic pressure systems. Sewage was disposed of by vault toilets and tanks with leach fields. The systems were used primarily to service offices and maintenance buildings scattered throughout the state. Large septic systems were built at Lake Hope and Pike Lake to serve the cabins built during the mid-to-late 1930's by the Civilian Conservation Corps. At Lake Hope, from five to ten cabins would be on one system, and a total of at least eight septic systems were constructed throughout the hills. These were in service until two sewage treatment plants were constructed there in 1982.

Hank Cowgill was the first engineer to direct the Sanitary Section. He came to ODNR from the Ohio Department of Health in 1962 when the lodges at Burr Oak and Hueston Woods State Parks were in the design stage or early construction phase. Water to Burr Oak Lodge was supplied from the Burr Oak Water Treatment Plant by a waterline, a major portion of which was placed across Burr Oak Lake. At Hueston Woods, an 80,000 gallons-per-day

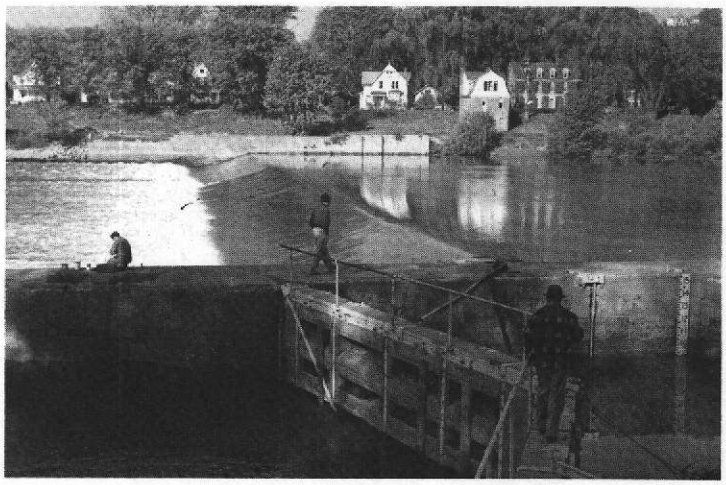


Figure 21.9. Dam No. 1 on the Muskingum River at Marietta (now gone) was one of the eleven dams on the river turned over to the State of Ohio by the federal government in 1958. Office of Chief Engineer file photo, 7 May 1957.

sand filter water treatment plant was constructed to serve the lodge. This was one of the first of 26 sand filter plants constructed during the rapid expansion of recreational facilities during the 1970's.

In 1978, eight consulting engineering firms were hired to update the Department's sewage treatment plants to meet requirements of OEPA and the United States Environmental Protection Agency. Two years were required to evaluate existing plants and to design additional treatment facilities. Tertiary treatment was added to many of the medium and larger-sized plants. Construction was started in 1981 and completed in 1983, costing about $3.5 million.

MUSKINGUM RIVER LOCKS AND DAMS

Ohio's rivers were the highways that provided access into the interior for early inhabitants. At high water flows, boat navigation was possible, but at low flows, only a small craft could navigate. The Muskingum River had another barrier, a falls at Duncan Falls. The State of Ohio constructed the first lock and dam on the Muskingum River in 1837 at this site. The locks and dams not only allowed year-round navigation on the river, but also provided water power for mills. Most of the dams had mills for grinding grain at the dam, sometimes one on each abutment.

In 1886, the United States government accepted this system of locks and dams from the State of Ohio. The federal government improved the locks and dams, constructed additional ones, and by 1910, eleven were in operation from Marietta to Ellis. The river became a busy waterway, mainly for commercial craft until 1945, the end of World War II. As commercial traffic declined, the facilities

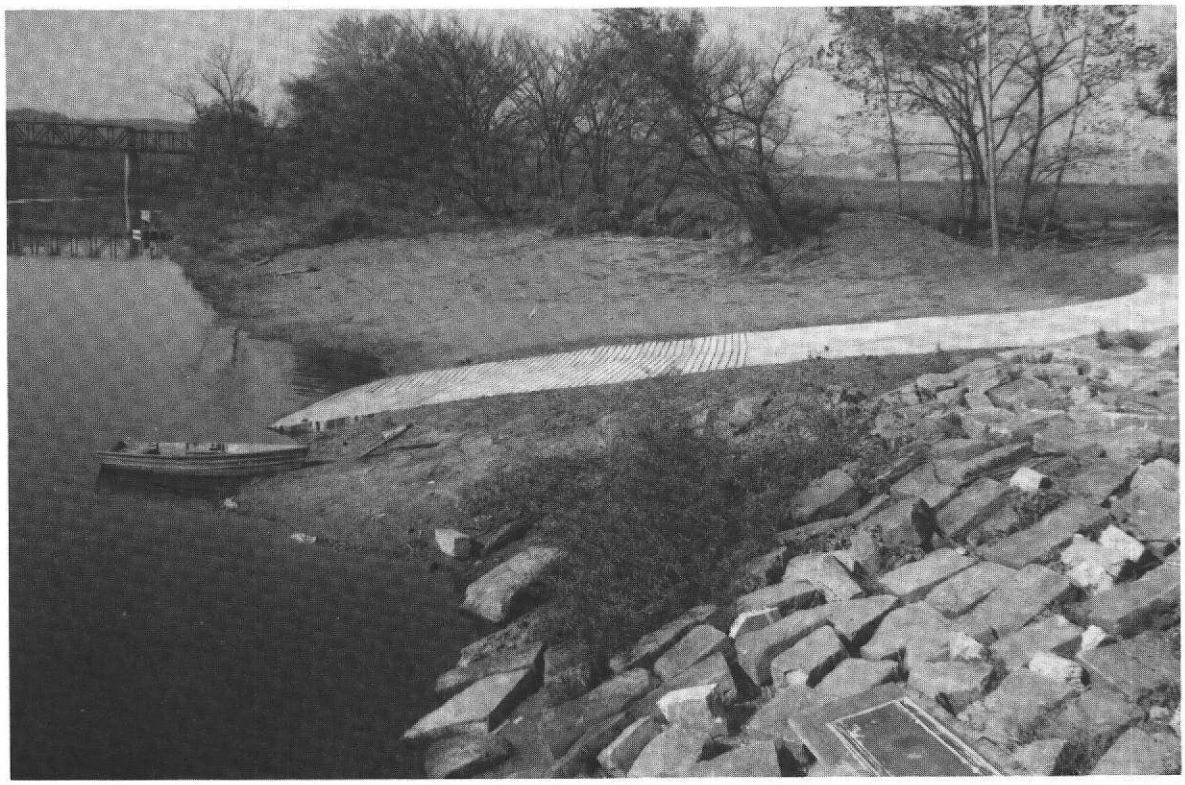


Figure 21.10. The boat launching ramp at Ellis Dam on the Muskingum River. Office of Chief Engineer file photo, circa February 1964.

fell into disrepair and were no longer usable. The Corps of Engineers offered the system back to the State of Ohio along with $235,000, the amount computed to be the cost of breaching the dams.

Substitute House Bill 754 was passed in May 1957 by the General Assembly authorizing the ODNR Director "to repair and restore the Muskingum River Locks and Dams in order to place them in condition suitable for maintenance and operation as a project for water supply, recreation and other purposes, under such terms of local participation as may be provided by Congress." The transfer to the State of Ohio was accomplished in 1958 by quitclaim deed of all of the rights, titles, and interest of the United States in and to the property and structures pertaining to the Muskingum River Locks and Dams.

The Division of Water was given the tasks of keeping the dams from washing out and making the locks operable. The system was in poor condition; canals were silted closed, lock gates were leaking with timbers rotting (Fig. 21.9, see also Figure 9.11 on page 126), and the dams were undermined and dangerously close to failing. Inspections were made and priorities were set for repairs as funding became available.

Dam No. 11 at Ellis was selected as the first to be rebuilt. To determine its condition, a helmet diver was sent down to inspect the upstream side of the dam. Leakage through the dam in one section was so severe that the diver was pulled against the upstream side of the dam and held there. It took several anxious hours to free him and return him to the surface. Scuba divers were then retained to inspect the

dam from the downstream side. The dams were stone-filled crib construction with a concrete cap. The vertical wood timber supports were originally imbedded into shale along the river bed. The "hydraulic jump" occurring along the toe of the dam had eroded the shale away, and the scuba divers could walk under the vertical supports in one area. One scuba diver declined to continue the inspection after he reported catfish under the dam "bigger than he was." This has some validity as 60- to 80-pound catfish have been caught from the Muskingum River. From the inspection, it was evident that the dam was bridging horizontally between the abutments with no vertical support under a large section. Fortunately, a contract was let for reconstruction before the dam collapsed.

Other dams were repaired and their locks rebuilt by a team effort; and by the end of 1966, at a cost of approximately $5 million, navigation was once again possible on the Muskingum. Strong local support obtained State funds for some of the costs. Monies from the Division of Watercraft were provided. The Division of Forestry cut and treated timbers for the construction of new lock gates. Dam No. 1 at Marietta was dismantled when the high-level dams were constructed on the Ohio River to replace smaller installations. The new Ohio River pool was approximately the same level as the pool behind Dam No. 1. Boat launching ramps (Fig. 21.10) and parking areas have been built at a number of the pools, allowing easy access to the river. Operation of the locks became the responsibility of the Division of Parks and Recreation. The Office of Chief Engineer continues to have the maintenance and repair responsibilities, and through a consulting engineering firm has recently completed a Phase I evaluation report on the current condition of the system of locks and dams.

BURR OAK WATER TREATMENT PLANT

The Burr Oak Water Treatment Plant is administered by the Sanitary Section and is a unique operation for ODNR. This plant is a community water supply that serves water to eight towns, four water associations, ninety rural customers, and Burr Oak State Park and Lodge. Development of this facility and service marked the first time that the State government became involved in a retail water system for private entities. As the first, and to date the only one, much debate and soul-searching occurred regarding this type of excursion by the State into an area historically reserved for others.

Acid mine drainage from coal mines in the Burr Oak region had rendered the surface water unfit for water treatment, and salt water intrusion from unplugged abandoned oil wells had effectively rendered the ground water unusable. When Burr Oak Lake was constructed for flood control by the Corps of Engineers, the State of Ohio had purchased the right to four million gallons of water per day from the reservoir by contributing land for the dam's construction. It was decided to use this source for the water system. Engineers were retained to make a preliminary study, and profiles of routes were developed to determine the best means of supplying the region with water. The report recommended a one-million-gallon-per-day treatment plant below Burr Oak Dam with a line for treated water running south along Ohio Route 13 to Glouster. At Glouster, the line split with one branch running south to Trimble and Jacksonville and another heading west to Hollister and Murray City, then north to New Straitsville and terminating at Shawnee. Construction plans were developed and construction contracts were let. The Burr Oak Water Treatment Plant was ready for operation in 1960.

After the Burr Oak water was in use, many users complained that it did not taste right. The water was chlorinated as part of the purification process and the people who were not used to chlorine did detect the odor. Some returned to using their own water supplies. As a public service, the Plant conducted water tests of any sample brought in by the local people. *All the samples from private cisterns and wells were contaminated!* Eventually, the people became used to the slight chlorine taste and odor. Finally, there were only two objectors left to the Burr Oak system, the owner of the local funeral parlor and the operator of the Blue Bird Cafe. It was assumed that the funeral parlor director was against anything that promoted longev-

ity, but the cafe owner's concern was considered to be more serious. A visit to the cafe for lunch and a discussion of the water resulted in only one compliant, "It makes my tea a little cloudy." Glouster's football team had not had a winning season in years. Neil Butt, the plant operator, proudly pointed out that after two years of supplying Burr Oak water to Glouster, Glouster began winning football games, thereby proving the health benefits of the pure water.

Before the water lines to Jacksonville had been disinfected and water approved for use, Jacksonville's water supply gave out. The town had been pumping water from an old coal mine and the water quality became too bad to treat. Neil Butt reported to Chief Williams that Jacksonville people had broken the lock on a valve, had turned on the water to Jacksonville, and were using the water. Not only was the health hazard serious but also the Department had numerous cases of utility covers being stolen, electric switch boxes being removed, and copper lines cut and stolen. Now with the padlock being broken, Williams decided that this lawlessness had gone far enough; and he journeyed to Jacksonville at a high rate of speed. Picking up Neil Butt at Glouster, he proceeded to the Jacksonville Water Plant. The water was miserable—no question that it could not be used. Their next stop was the City Clerk's general store. As Williams and Butt stomped into the store, the Clerk held up his hand and said, "Stop right there. I've got 80 widow women in this town, and they all depend on that water. It was a question of facing those 80 women or turning on the water and going to jail, so just lock me up." Williams and Butt laughed, then contacted the Athens radio station to broadcast that the water should be boiled before drinking. They opened all the fire hydrants to purge the lines. Later, Williams and the Clerk reached an agreement after Williams explained the danger to the system posed by the thefts. The Clerk remarked that there were a couple of local people who would steal anything that would yield a bottle of wine, and if the broken padlock could be forgotten, he would attempt to stop the thefts. It was not known what steps were taken, but the pilferage ceased immediately.

The Plant and pipeline have been an unqualified success. In 1962, the average daily pumpage was 156,000 gallons per day. In 1978, a twelve-mile waterline extension was constructed beginning at Shawnee, through Corning, and back to the Plant, completing the loop of the system. With this extension, the Southern Perry County Water Association and the Village of Corning, including the Rendville Water Association, were added as users to the Burr Oak System. In 1987, the original capacity of one million gallons per day had been reached, and the Plant had been doubled in size (Fig. 21.11). This will enable the Plant to meet its existing needs and allow some expansion of the service area. Senator C. Stanley Mechem, an early proponent of the project and now deceased, would be pleased.

ACCOMPLISHMENTS

The consolidation of qualified technical personnel within the Department and the ability to hire competent and loyal personnel over the years have allowed the Office of Chief Engineer to achieve many major accomplishments, unhampered by scandal or misuse of funds. The foremost major accomplishment was the ability of the Office to implement and place under construction most of the capital improvements funded by the General Assembly through the capital improvement appropriation bills. This, at times, was a vast undertaking requiring hiring of consultants, the designing and preparing construction plans, obtaining all approvals, and bidding and placing projects under construction within two years, which generally is the life span of the appropriation bill. As contracting officer of ODNR on capital improvements, the Office handles an average of 150 contracts each year. The total cost for capital improvements from 1963 through 1986 was more than $253 million for 939 projects. Many of these projects by the Office of Chief Engineer have contributed substantially to making the Ohio State Park system one the preeminent park systems in the nation.

The following major projects, reflecting increasing degrees of complexity, have been designed and constructed by the Office of Chief Engineer:

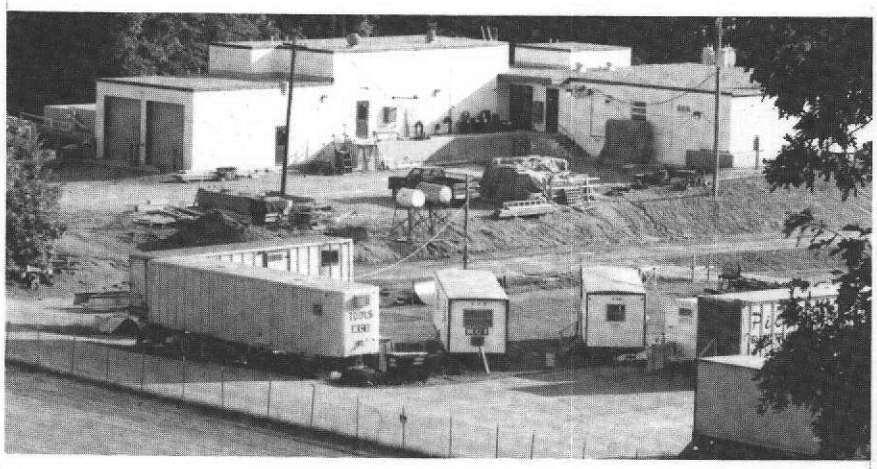


Figure 21.11. The Burr Oak Water Treatment Plant near Glouster as it was undergoing expansion in 1984. Photo courtesy of Tom Steward.

Figure 21.12. ***Beecher Jones*** *(center) of the Office of Chief Engineer discussing engineer drawings of a building of his design, the Fred E. Morr Pavilion at the ODNR area at the Ohio State Fairgrounds, with colleagues* ***Al Molt*** *and* ***Jim Swartzmiller****. Jones transferred from the Division of Forestry and was the original designer of cabins for the State Parks. Office of Chief Engineer file photo, mid-1960's.*

1) Facilities of the Division of Civilian Conservation at Green Springs, Shawnee, and Zaleski (see Fig. 17.19 on page 219).

2) Many camping and picnic areas, marinas and boating accesses, swimming beaches, offices and maintenance buildings, and complexes within State Parks.

3) The Fred E. Morr Pavilion in the ODNR area at the Ohio State Fairgrounds (Fig. 21.12).

4) Golf courses at Deer Creek, Hueston Woods, Punderson, Salt Fork, and Shawnee State Parks.

5) Cabin areas at Buck Creek (25 cabins), Burr Oak (30), Cowan Lake (27), Deer Creek (25), Dillon (29), Hocking Hills (40), Hueston Woods (25), Lake Hope (25), Mohican (25), Pike Lake (12), Punderson (26), Pymatuning (27), Salt Fork (54), and Shawnee (26) State Parks.

6) Reservoirs including Highlandtown Lake (170 acres) in Columbiana County, Noble County Lake (209) near Caldwell, Ross County Lake (143) near Chillicothe, Salt Fork Lake (2952) in Guernsey County, and Turkey Creek Lake (51) in Scioto County.

7) Expansion of 24 sleeping rooms to the existing State Park Lodge at Punderson (providing 32 total) and new State Park Lodges at Burr Oak (60 sleeping rooms), Deer Creek (110) (see Plate 7), Hocking Hills (day-use only), Hueston Woods (94) (see Figure 1.6 on page 4), Mohican (96), Salt Fork (148), Shawnee (50), and the newest, Maumee Bay (120).

MAUMEE BAY STATE PARK AND LODGE

The planning and construction of Maumee Bay State Park represents the most comprehensive and concurrent development of a State Park facility ever undertaken by ODNR. Transformation of two square miles of soybean

Figure 21.13. Shoreline protection at Maumee Bay State Park involved construction of this revetment and others. Office of Chief Engineer file photo, 14 August 1986.

fields and lake shore (Fig. 21.13) in Lucas County just east of Toledo has been driven by three main goals:

1) To provide the greatest number of activities for the enjoyment of the public.

2) To maximize the State Park's potential for public education on environmental and natural resource issues.

3) To develop the State Park in such a manner as to maximize the marketability and profitability of the facility to help to sustain operation expenses.

To attain these goals, eight primary areas of construction, as listed, have been coordinated and positioned in such a manner to permit all activities to be located within 1000 feet of the front door of Maumee Bay Lodge (see Plate 24), the centerpiece of the entire development (see Figure 8.17 on page 116):

1) The lodge contains 200,000 square feet, 120 sleeping rooms, a restaurant, a conference center, an indoor and an outdoor swimming pool, and athletic rooms.

2) The 18-hole championship Scottish-link-style golf course features a pro shop and 13 holes which involve water.

3) A nature education center introduces visitors to wildlife and plants of the area via a two-mile boardwalk and trail system.

4) An extensive day-use area includes five beaches, a bathhouse, an outdoor performance pavilion, a bicycle path, fishing piers, and a winter-sports area.

5) A boat marina for transient boats is accessible to charter and excursion boats on Lake Erie.

6) The 20 cabins of new design feature four decks, quarry tile floors, fireplaces, skylights, and for several, a common elevated patio connecting adjacent cabins.

7) The full-service campground with 256 campsites was completed in 1981.

8) The offices and maintenance facilities of the State Park are located in new structures.

Upon completion of Maumee Bay State Park, nearly $50 million will have been expended to construct this comprehensive development. The lodge was dedicated on 1 November 1990 with an estimated 2000 in attendance.

OFFICE OF BUSINESS AND ADMINISTRATIVE SERVICES

John A. Piehowicz,
Howard A. "Pete" Hurst,
and **Beverly A. Loy**

Figure 22.1. ***Harry F. West****, Primary Fiscal Officer of the Division of Conservation and Natural Resources in the Ohio Department of Agriculture from the mid-1930's to 1949, and then of ODNR until 1969.*

The origins of the fiscal office of the Ohio Department of Natural Resources are obscure but probably are traceable to the early 1900's with the Division of Fish and Game in the Agricultural Commission. In 1924, the budget for the Division of Fish and Game totaled $405,956 with an expenditure of $327,558. These funds were generated primarily from the sale of hunting licenses and fines from game law violations. Scant records reveal that Frank Brothers was the first employee assigned to fiscal responsibility. In the mid-1930's, he was succeeded by Harry F. West (Fig. 22.1) who was serving in that position for the Division of Conservation and Natural Resources (Wildlife) in the Ohio Department of Agriculture when ODNR was created in 1949. He moved to ODNR and continued to serve as the primary fiscal officer until 1969.

The seven Divisions which were brought under the new ODNR umbrella in 1949 increased many fold the task of managing the financial resources. Although each Division and Office was responsible for budget proposals, the fiscal task became even more involved as the Department continued to expand in size and budget. Reassignments of duties and name changes of the administrative units and positions have occurred frequently over the years. Rex S. Riggs succeeded Harry West in 1969 and served until 1971 when the unit became identified as Fiscal Management, and Howard A. "Pete" Hurst was named Chief.

The administrative pattern of the Department was redesigned in 1972 and a Deputy Director was assigned to supervise fiscal

Figure 22.2. ***Howard A. "Pete" Hurst****, Chief of Fiscal Management, 1971-1973; Principal Fiscal Officer of the Office of Business and Administrative Services, 1985 to the present.*

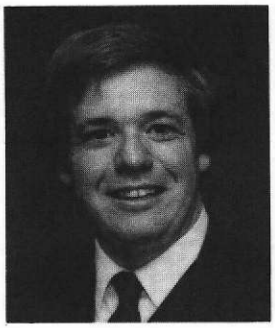


Figure 22.3. ***Donald C. Anderson****, Chief of the Office of Business and Finance, 1974-1982.*

Figure 22.4. ***Richard A. Shein****, Chief of the Office of Business and Finance, 1982-1983.*

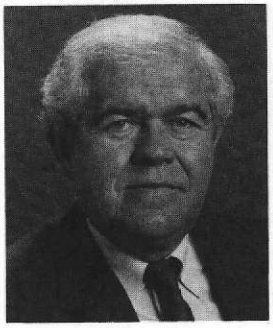


Figure 22.5. ***John A. Piehowicz****, Chief of the Office of Business and Administrative Services, 1983-1984.*

Figure 22.6. ***Dwight E. Norris****, Chief of the Office of Business and Administrative Services, 1984-1985.*

Sources of the ODNR Operating Budget for fiscal year 1987/1988

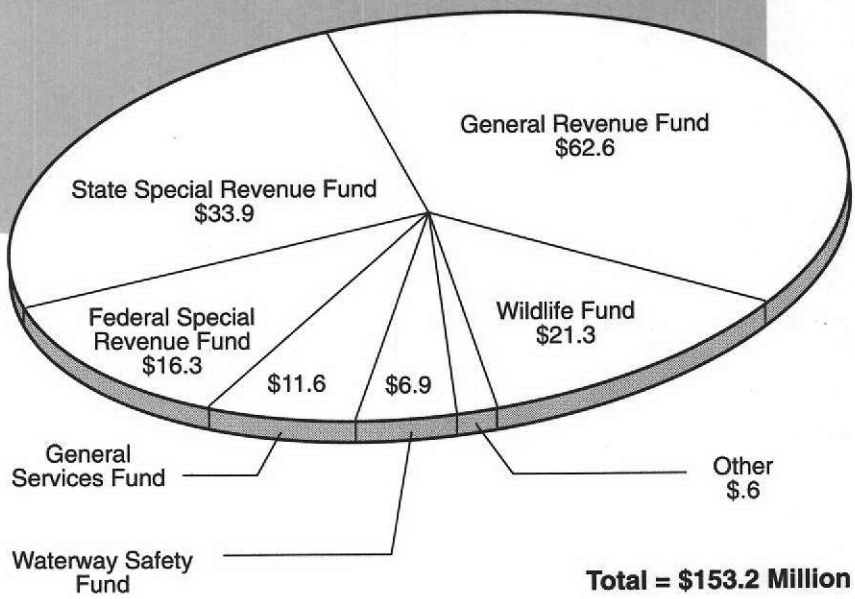


Figure 22.7. Funds which pay for operating expenses of ODNR are derived from various sources. This graphic shows the sources of $153.2 million for the Department's operating budget for fiscal year 1987/1988. Adapted from Ohio Department of Natural Resources Annual Report, Fiscal Year 1988, p. 5.

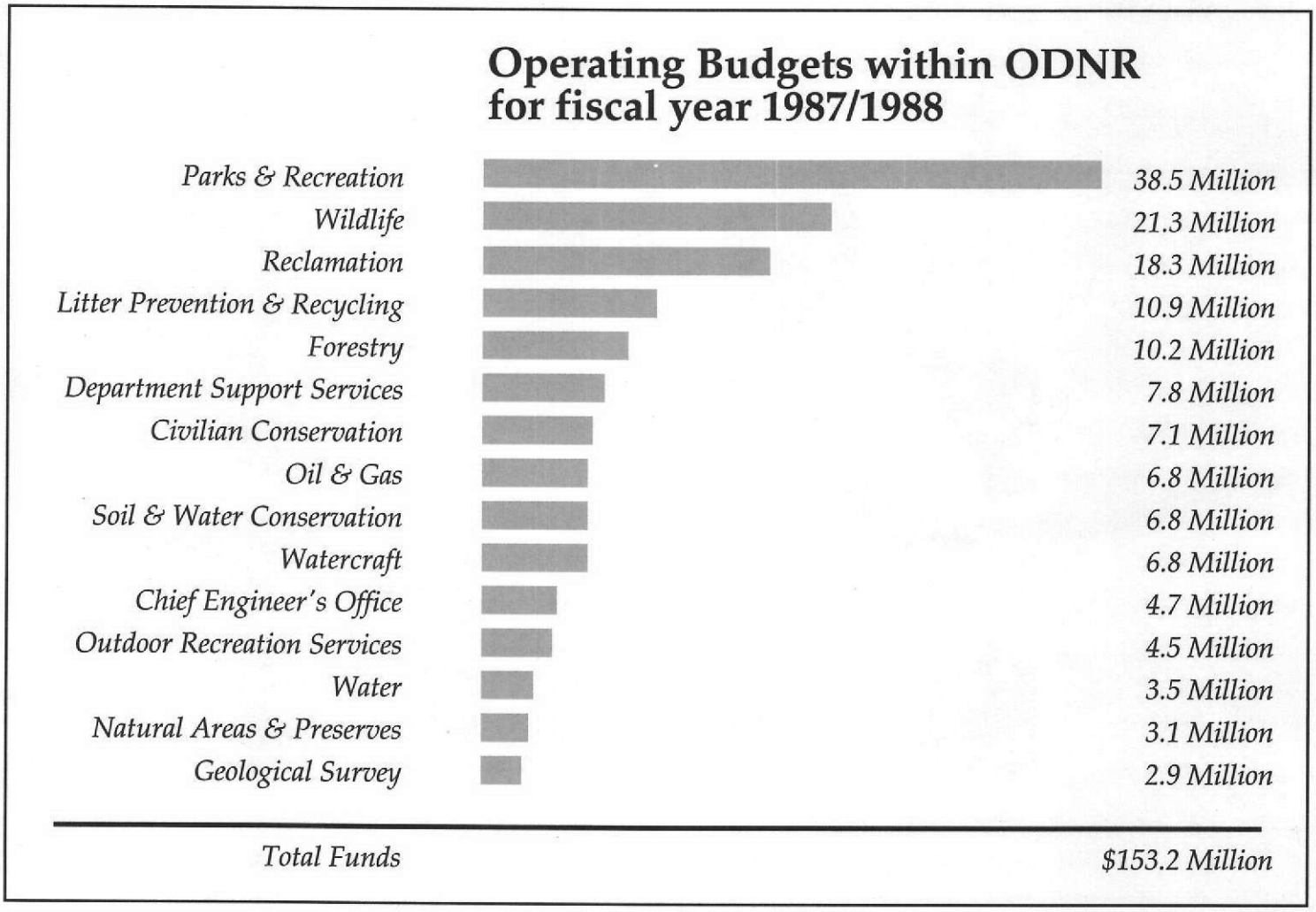


Figure 22.8. ODNR operating budgets vary between administrative units. The operating budgets of the various units totalled $153.2 million for fiscal year 1987/1988. Adapted from Ohio Department of Natural Resources Annual Report Fiscal Year 1988, *p. 4.*

services. Technically trained staff members were placed in charge of each specialized activity including budget, payroll, accounting, and budget analysis. In 1973, Rex S. Riggs returned as Chief; and in 1974, the fiscal unit became the Office of Business and Finance. Donald C. Anderson (Fig. 22.3) was named Chief in 1974 and served in that position until 1982 when Richard A. Shein (Fig. 22.4) was appointed Chief. In 1983, the name of the unit was changed to Office of Business and Administrative Services, and John A. Piehowicz (Fig. 22.5) was named Chief. He was succeeded by Dwight E. Norris (Fig. 22.6) in 1984. Pete Hurst (Fig. 22.2) returned in 1985 and continues to serve as the Principal Fiscal Officer.

In 1973, the Office of Administrative and Systems Management had been created with Donald P. Huffenberger as Chief. One of its primary functions was budget analysis for the Department. The Office was abolished in 1975 and made a Section of Budgeting in the Office of Business and Finance. Successors to Huffenberger as the primary administrators of this unit were W. Scott

Figure 22.9. The staff of the Office of Business and Administrative Services continually review accounting expenditure reports. From left to right: ***Howard A. "Pete" Hurst****, Principal Fiscal Officer;* ***Donna Stusek****, Purchasing Administrator;* ***Rene' Weber****, Supervisor, Reconciliation. Photo by Bill Foreman, October 1990.*

Stanley, Richard A. Shein, Janet Foley Orosz, and Veronica Nedeff. Since 1985, Budget has been a separate Section reporting to the Assistant Director. Edgar A. Troyer is the present Budget Coordinator.

The following Deputy Directors have overseen fiscal management services for the Department: Joseph C. Houston (1972-1974), David DeVries (1974), Richard E. Midden (1975-1981), Donald C. Anderson (1981-1983), Thomas G. Sherman (1983-1984), John A. Piehowicz (1984-1985), and Sally Van Meter (1985-1987). Since February 1987, administration of the Office of Business and Administrative Services has been assigned to Assistant Director Charles E. Mauger.

The operating budget for ODNR for fiscal year 1989/1990 was approximately $187 million. Funds emanate from many public and private sources (Fig. 22.7), and full accountability as to use (Fig. 22.8), match, and source is demanded. In order to perform these vital functions in a credible and timely manner, the Office of Business and Administrative Services relies on qualified personnel operating sophisticated equipment (Fig. 22.9). Budget analysts, auditors, data processors, and other specialists continually adapt to dynamic responsibilities. Computers provide efficiency, accurate audit trails, and immediate recall of important data, all essential services to the efficient operation of the Ohio Department of Natural Resources.

OFFICE OF EMPLOYEE SERVICES

Linda Sutherland and
Patti Nibert

The Office of Employee Services is charged with the responsibility of providing the Ohio Department of Natural Resources with management of its human resources. The Office provides technical expertise and guidance in personnel laws and procedures as mandated by the Ohio Revised Code, Ohio Administrative Code, and the Collective Bargaining Contracts. It also serves as a liaison to the Ohio Department of Administrative Services (ODAS).

The Office, identified through the years by various names such as Personnel Office and Office of Personnel, originated in 1960, prior to which no one had been assigned to handle personnel matters at the Department level. The first Chief, Robert F. Comar (Fig. 23.1), not only served as Chief of Personnel but also as Chief Pilot. He was succeeded by Bruce H. Gosney (Fig. 23.2) in 1964, Gary G. DeBloom (Fig. 23.3) in 1967, and James J. Yoder (Fig 23.4) in 1971. Officially, the Office of Employee Services was created by Executive Order in 1971 under Director Nye, and James Patrick Leahy (Fig. 23.5) was appointed Chief. Successive Chiefs have been David D. Franklyn (Fig. 23.6) in 1975-1977, James H. Chisman (Fig 23.7) in 1977-1983, Stanley H. Spaulding (Fig. 23.8) in 1983-1984, James E. Schilder (Fig. 23.9) in 1984-1985, and Michael G. Canavan (Fig. 23.10) in 1985 to the present.

The primary functions of the Office of Employee Services are varied. It is responsible for the coordination between the Divisions/Offices and ODAS in processing and handling of all personnel actions and position descriptions for the Department as well as participating in and monitoring of all job audit hearings. It also coordinates all employee benefits, including the disability leave, workers' compensation program, and health benefits. The Office conducts orientation for new employees on a monthly basis. Included in its daily operations is the preparation of postings and applicant lists that are distributed within the Department. The Office responds daily to inquiries regarding job availability and is active in recruitment by participating in job fairs held throughout Ohio.

Over the years, the responsibilities of the Office have changed and priorities have been reorganized. Even with the advent of the professional career ladder, many evolutionary processes were necessary to safeguard the interests of the State and its employees. On occasions, employees were terminated by job abolishments, successive transfers, and lack of funding without regard to the welfare of the employee. As employees became able to influence the lawmaking process, changes gradually provided more protection for them. Certain legislative enactments became effective in 1974 which safeguarded employees' rights. These new initiatives were soon tested when the jobs of several hundred ODNR employees were terminated in 1975 due to lack of funding. Following release of additional

Figure 23.1. ***Robert F. Comar****, Chief Personnel Officer, 1960-1964.*

Figure 23.2. ***Bruce H. Gosney****, Chief Personnel Officer, 1964-1967.*

Figure 23.3. ***Gary G. DeBloom****, Chief Personnel Officer, 1967-1971.*

Figure 23.4. ***James J. Yoder****, Chief Personnel Officer, 1971.*

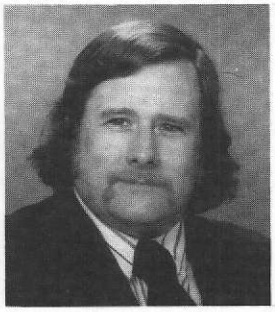


Figure 23.5. ***James Patrick Leahy****, Chief of the Office of Employee Services, 1971-1975.*

EMPLOYEE OF THE MONTH

1975	Al Molt	General Services	Sep
	Dale Haney	Wildlife	Oct
	John Davidson	Resource Protection	Nov
	Wayne Nichols	Water	Dec
1976	John Pelton	Outdoor Rec Services	Jan
	Ken Laub	Wildlife	Feb
	Dwain Waters	Lands & Soil	Mar
	Mike Malnar	Forestry	Apr
	Phil Stanley	Parks & Recreation	May
	Charles Pertuset	Forestry	Jun
	P.C. "Woody" Woodruff	Reclamation	Jul
	Tom Denney	General Services	Aug
	Augusta Roth	Water	Sep
	Justine Reynolds	General Services	Oct
	None Designated		Nov
	Katherine Magoteaux	Wildlife	Dec
1977	Ruth Swanson	Wildlife	Jan
	Elma Downs	Business & Finance	Feb
	Kay Heck	Parks & Recreation	Mar
	Avis Landon	Parks & Recreation	Apr
	James Schmidt	Water	May
	Neoma Brown	Real Estate	Jun
	Richard Moseley	Natural Areas & Preserves	Jul
	Carl Bailey	Forestry	Aug
	Kenneth Temple	Natural Areas & Preserves	Sep
	Dan Atzenhoefer	Personnel Services	Oct
	Cecil Allison	Parks & Recreation	Nov
	Jean Coveleski	Watercraft	Dec
1978	Ken Mills	Public Inform & Educ	Jan
	Betty Lewis	General Services	Feb
	Ann Whitman	Business & Finance	Mar
	Martha Ogle	Reclamation	Apr
	Mary Molt	Lands & Soil	May
	Bill Sims	Forestry	Jun
	Bob Van Horn	Geological Survey	Jul
	Jim Barnett	Oil & Gas	Aug
	Charlene Morris	Business & Finance	Sep
	Doug Pontious	Parks & Recreation	Oct
	Orvil Peabody	Parks & Recreation	Nov
	Lawson Reau	Wildlife	Dec
1979	Elizabeth Satterlee	Forestry	Jan
	Norris Williams	Lands & Soil	Feb
	George Harris	Public Inform & Educ	Mar
	Clarence Miller	Wildlife	Apr
	Lee Cates	Forestry	May
	William McQueen	Engineering	Jun
	Carl Warner	Forestry	Jul
	M. Eloise Donaldson	General Services	Aug
	Nedra Masten	Parks & Recreation	Sep
	Mary Chiles	Parks & Recreation	Oct
	George Mayberry	Parks & Recreation	Nov
	None Designated		Dec
1980	Mary Lou Palmer	Parks & Recreation	Jan
	Al Cannon	Wildlife	Feb
	Ture L. Johnson	Forestry	Mar
	Fred Miller	Parks & Recreation	Apr
	Kenneth Donaldson	Lands & Soil	May
	Dorothy "Dottie" Remy	Wildlife	Jun
	Charlie Clark	Civilian Conservation	Jul
	Jimmy J. Bost	Forestry	Aug
	Carol Bowser	General Services	Sep
	M. Joyce Pauley	Wildlife	Oct
	Charles Finck	Oil & Gas	Nov
	Violet Starn	Forestry	Dec
1981	James Cipra	Parks & Recreation	Jan
	John Clem	Wildlife	Feb
	John Schalip	Reclamation	Mar
	Linda Sutherland	Employee Services	Apr
	Robert H. Sanford	Natural Areas & Preserves	May
	Karl Bednarik	Wildlife	Jun
	Cloyce D. Riddle	Forestry	Jul
	Roland V. Stucky	Parks & Recreation	Aug
	Duane R. Lucas	Watercraft	Sep
	Beverly Bonham	Water	Oct
	James D. Sayers	Forestry	Nov
	Julius D. Smith	Parks & Recreation	Dec
1982	Samuel Adkins	Forestry	Jan
	Della Bratton	Wildlife	Feb
	Mickey Cline	Public Inform & Educ	Mar
	Robert Lambert	Forestry	Apr
	Sandra Mahaffey	Business & Finance	May
	Joan D. Snow	Parks & Recreation	Jun
	Joyce A. Layne	General Services	Jul
	Madge Fitak	Geological Survey	Aug
	Richard Weirich	Employee Services	Sep
	James M. Berry	Parks & Recreation	Oct
	Joy E. Marcum	Business & Finance	Nov
	Joseph Hadley	Engineering	Dec
1983	Alan F. Bunker	Forestry	Jan
	Myrtle J. McElroy	Natural Areas & Preserves	Feb

Figure 23.11. Recipients of the ODNR "Employee of the Month Award," September 1975-October 1990.

Figure 23.6. ***David D. Franklyn****, Chief of the Office of Employee Services, 1975-1977.*

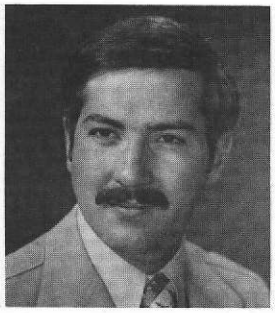


Figure 23.7. ***James H. Chisman****, Chief of the Office of Employee Services, 1977-1983.*

Figure 23.8. ***Stanley H. Spaulding****, Chief of the Office of Employee Services, 1983-1984.*

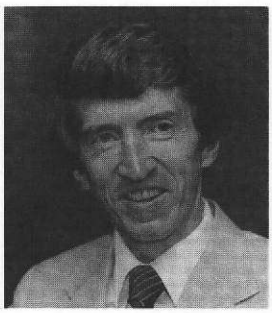


Figure 23.9. ***James E. Schilder****, Chief of the Office of Employee Services, 1984-1985.*

Figure 23.10. ***Michael G. Canavan****, Chief of the Office of Employee Services, 1985 to the present.*

	Ted A. Rhoads	Parks & Recreation	Mar
	Jamie C. Greene	Forestry	Apr
	Mary E. Douglas	Public Inform & Educ	May
	Harry J. Payne	Reclamation	Jun
	Johnnie L. Earl	Parks & Recreation	Jul
	David E. Todt	Litter Control	Aug
	Beverly Johnson	Employee Services	Sep
	Steven Billiar	Parks & Recreation	Oct
	Richard Pemberton	Business & Admin Services	Nov
	JoAnn Jacobson	Watercraft	Dec
1984	James Glover	Public Inform & Educ	Jan
	William Shipman	Business & Admin Services	Feb
	Denis Case	Wildlife	Mar
	Robert Jackson	Employee Services	Apr
	Betty May	Watercraft	May
	George Mayberry	Parks & Recreation	Jun
	Susan L. Ball	Outdoor Rec Services	Jul
	Robert Ball	Parks & Recreation	Aug
	Christine Humphrey	Forestry	Sep
	Ronald Wine	Natural Areas & Preserves	Oct
	Carla Ray	Business & Admin Services	Nov
	David Healea	Business & Admin Services	Dec
1985	Arley E. Owens	Employee Services	Jan
	John Maegley	Wildlife	Feb
	Thomas Brad Burwell	Reclamation	Mar
	Thomas M. Eckenrode	Parks & Recreation	Apr
	Beatrice Bridges	Watercraft	May
	John Schoendorff	Business & Admin Services	Jun
	Edward P. Goffos	Parks & Recreation	Jul
	Guy L. Denny	Natural Areas & Preserves	Aug
	Mark F. Murray	Engineering	Sep
	Cheryl L. DeMent	Parks & Recreation	Oct
	Anne R. Filbert	Litter Control	Nov
	Bernice Wilson	Budget & Management	Dec
1986	Jerry L. Gallant	Wildlife	Jan
	Cheryl Nnadi	Employee Services	Feb
	Theresa Grygo	Soil & Water Conservation	Mar
	William P. Boyle	Reclamation	Apr
	Donald E. Richter	Forestry	May
	John Cook	Parks & Recreation	Jun
	Bruce E. McPherson	Litter Prevent & Recycl	Jul
	Michael J. Budzik	Wildlife	Aug
	Sharon A. Luczaj	Watercraft	Sep
	James Stull	Outdoor Rec Services	Oct
	Vicky Householder	Parks & Recreation	Nov
	Anni M. Efthimiou	Reclamation	Dec
1987	Jack N. Pennell	Public Inform & Educ	Jan
	Theodore Ford, Jr.	Resource Protection	Feb
	Sandra M. Evans	Wildlife	Mar
	Kenneth L. Powell	Soil & Water Conservation	Apr
	Leola M. Jordan	Parks & Recreation	May
	Kenneth W. McCammon	General Services	Jun
	Patricia J. Fagan	Reclamation	Jul
	Marilyn K. Hinderer	Watercraft	Aug
	Randall A. Smith	Watercraft	Sep
	Phyllis Drew Greggs	Employee Services	Oct
	Virginia Riemer	Director's Office	Nov
	James L. Rush	Soil & Water Conservation	Dec
1988	Steven A. Gray	Wildlife	Jan
	Cindi Bowers	Public Inform & Educ	Feb
	Timothy Archer	Parks & Recreation	Mar
	Rick L. Barrera	Watercraft	Apr
	Thomas L. Davis	Litter Prevent & Recycl	May
	Dave Dillbeck	General Services	Jun
	Robert Conkle	Parks & Recreation	Jul
	Deborah S. Hogue	Oil & Gas	Aug
	Chris Williams	Parks & Recreation	Sep
	Ora Grooms	Parks & Recreation	Oct
	Bill Schultz	Forestry	Nov
	Teresa Northup	Wildlife	Dec
1989	Pamela Sue Dillon	Watercraft	Jan
	Mick Micacchion	Civilian Conservation	Feb
	Thomas Pulay	Reclamation	Mar
	Jean Eubanks	Water	Apr
	Suzie Palermini	Oil & Gas	May
	Shelia Sheets	Forestry	Jun
	Joel Udstuen	Parks & Recreation	Jul
	David M. Graham	Wildlife	Aug
	Suzan Jervey	Geological Survey	Sep
	Tim Snyder	Natural Areas & Preserves	Oct
	Sue Fippin	Wildlife	Nov
	Cindy Knight	Parks & Recreation	Dec
1990	Russell Smith	Watercraft	Jan
	Ron Mills	Parks & Recreation	Feb
	John Husted	Reclamation	Mar
	Ed Miller	Soil & Water Conservation	Apr
	Sue Johnson	Employee Services	May
	Paul Hoskins	Soil & Water Conservation	Jun
	Norman Myers	Wildlife	Jul
	Jackie Kuipers	Employee Services	Aug
	Carol Hamilton	Watercraft	Sep
	Dave Porter	Oil & Gas	Oct

funds by the State Controlling Board and some complex litigation, some employees were reinstated and paid back wages. Since that event, employees have gained materially through other legislation and the implementation of collective bargaining.

Since enactment of the Collective Bargaining Bill in 1984, responsibilities of the Office of Employee Services have greatly changed. The Office is now responsible for the processing of the applicable provisions set forth within contracts with the State of Ohio and the Ohio Civil Service Employees Association, Local 11, American Federation of State, County, and Municipal Employees, American Federation of Labor--Congress of Industrial Organizations and The Fraternal Order of Police, Ohio Labor Council, Inc., Unit 2. The Office is responsible for ensuring that nonexempt positions, i.e. covered by the union contract, are to be filled pursuant to contract provisions. The Divisions/Offices are then advised as to who has an inherent right to selection. All exempt positions , i.e., those not covered by the union contract, and all entry-level positions are prescreened by the Office for the interviewing process. The Office notifies all applicants of the results of screening and interviewing for all posted positions.

The Office of Employee Services coordinates the hiring of all ODNR employees. Since 1983, this Office has also been responsible for the hiring of all seasonal employees, the majority of whom are hired at the State Parks. During the 1970's, the Office administered federally funded programs, such as Neighborhood Youth Corps (NYC), Operation Mainstream (OM), Emergency Employment Act (EEA), Work Incentive Program (WIN), the Youth Conservation Corps (YCC), and the Comprehensive Employment Training Act (CETA). These programs are no longer funded. However, the Office currently coordinates the Job Training Partnership Act (JTPA) participants working at ODNR Headquarters and the State Parks. Along with this program, the Office coordinates the Summer Youth Employment Program through the Rehabilitation Services Commission.

A Training Section responsible for training throughout the Department was created within the Office in 1979 and functioned until 1983. Courses consisted of management effectiveness training, advanced management effectiveness training, public speaking, time management, and women in management. The Office was also responsible for various aspects of personnel management, including handling employee disciplinary actions and conducting grievance hearings. These duties were assigned to the Labor Relations Section in 1984 at the onset of collective bargaining.

The Payroll Section, which had previously been part of the Office of Business and Administrative Services, joined the Office of Employee Services in 1985. This Section processes and handles payroll for the entire Department. Since 1985, the Office has been responsible for coordinating the preparation and operation of the ODNR area at the Ohio State Fairgrounds. Much time and effort are required to ensure that an enterprise of this magnitude runs smoothly and professionally.

The Office of Employee Services administered the Early Retirement Incentive Program in 1988 for ODNR. Governor Richard F. Celeste designated six agencies to act as pilots in this program offering to purchase two years of retirement service credit upon retirement of eligible employees. The program was effective 31 August 1987 to 31 August 1988 and 125 employees participated. Enactment of House Bill 552, which became effective 1 April 1989, extended law-enforcement retirement benefit provisions to the Department's full-time permanent commissioned Law Enforcement Officers with the exception of those within the Division of Natural Areas and Preserves. This provision is also administered by the Office.

In September 1975, the Department initiated the "Employee of the Month Award" to honor those employees who have displayed superior efforts in the performance of their duties and responsibilities. The recipients through October 1990 are listed in Figure 23.11. As of 16 December 1989, the Ohio Department of Natural Resources employed 2383 full-time employees and 1293 temporary employees, totaling 3676 employees. The Office of Employee Services, although its responsibilities have changed over the years based upon the times, events, and policies, concentrates on its service to the employees, the Department, and the citizens of Ohio.

OFFICE OF GENERAL SERVICES AND OTHER UNITS

Peggy Panknin and **Justine Reynolds**

*Figure 24.1. **W. Kelly Jones**, Chief of the Administrative Services Section, 1965-1968.*

*Figure 24.2. **Albert R. Molt**, Chief of the Adminstrative Services Section, 1968-1983.*

The origins of the Office of General Services trace to the early years of the Ohio Department of Natural Resources when the Information and Education Section (see Chapter 26) administered various support services. Many name changes of the unit have occurred over the years, and the principal administrators have included Ray White, James Wells, George Emmett, Bert Carroll, Randall Guthrie, and Robert Copeland. In 1965, the Administrative Services Section was formed, and W. Kelly Jones (Fig. 24.1) was named Chief. He served until 1968 when Albert R. Molt (Fig. 24.2) replaced him. Responsibilities of this Section included housing, maintenance, transportation, communication, publications, design and display of exhibits, photography, and press releases. Transportation responsibilities consisted of providing operation and maintenance standards for State vehicles, tracking vehicle assignments, auditing monthly vehicle expense reports, and maintaining cost and repair records for each vehicle. In 1971, Public Information and Education was separated and created as an Office in its own right .

Administration of the maintenance garage, located at the Hangar Building, 1500 Dublin Road, Columbus, was transferred from the Office of Chief Engineer to the Administrative Services Section in 1972. A monthly computer report system was initiated in 1973 to record costs of fuel and maintenance of a fleet of more than 1000 cars, trucks, and trailers.

In the early 1970's, the Mail Service and Stockroom were transferred to the Administrative Services Section from the Office of Business and Finance. The Mail Service delivers all mail within the Department and interoffice mail to other State agencies in Columbus (Fig. 24.3). The Stockroom issues office supplies within the Department.

The high-band, two-way radio system was installed in 1973 to provide 24-hour service for the Department. A "phone patch" system was instituted in 1977 to give emergency coverage through direct contact with all law enforcement agencies. The Department's statewide radio system consists of six radio base locations: Columbus, Findlay, Akron, Athens, Xenia, and Chillicothe.

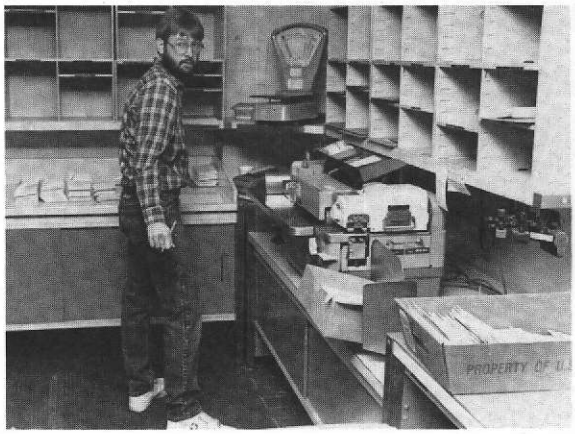


Figure 24.3. **Steve Price** at work in the mail room. File photo, 1990.

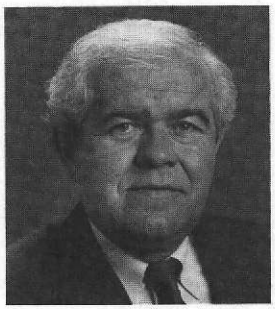


Figure 24.4. **John A. Piehowicz**, Chief of Administrative Services Section, 1983-1984.

Figure 24.5. **Dale E. Balser**, Principal Administrator of the Office of General Services, 1984 to present.

Figure 24.6. **Art Johnson** (left) and **Kenny McCammon** of the Carpenter Shop remodeling facilities at the Fountain Square Complex. File photo, 1990.

Figure 24.7. **Phil Talbott** of Flight Services inspecting one of the helicopters of the Division of Forestry. Flight Services file photo, 1984.

Figure 24.8. ODNR airplanes are flown throughout Ohio, as shown by this Piper Navajo, and occassionally beyond, to assist in conducting the Department's business. Flight Services file photo, 1984.

In 1978, Department telephone coordination was implemented to process all telephone requests. Orders for new phones were forwarded for processing to the Telecommunications Office in the Ohio Department of Administrative Services. The new Dimension Telephone system was installed at Headquarters in the Fountain Square Complex in 1981. Al Molt retired as Chief in 1983, and he was replaced by John Piehowicz (Fig. 24.4).

During 1983 and1984, the Office underwent several changes. It was merged into the Office of Business and Administrative Services (see Chapter 22) with John Piehowicz as Chief. The garage on Dublin Road was closed. Shortly after John Piehowicz was appointed Deputy Director for Resource Protection in 1984, Dale Balser (Fig. 24.5) was named Principal Administrator for General Services, a position in which he continues to serve. The Office of General Services was separated from the Office of Business and Administrative Services in 1985, and moved from 1500 Dublin Road to 830 Kinnear Road, Columbus. This new facility also provided space for the Carpenter Shop, the Division of Watercraft's District 1 Office, storerooms for the Divisions of Watercraft and Civilian Conservation, as well as numerous storage areas for other Offices and Divisions in the Department.

The Office of General Services oversees the Carpenter Shop, whose employees are responsible for remodeling offices at the Fountain Square Complex (Fig. 24.6). They build furniture and make plaques and other awards for various departmental programs in addition to constructing many displays used at fairs and sport shows around Ohio. The Office of General Services contributes to the maintenance of the ODNR area at the Ohio State Fairgrounds and assists in setting-up and taking-down the displays.

The Office of General Services is responsible for certain transportation activities. In addition to routine duties, it handles accident reports for the Department, which involves working with the Office of State Insurance Programs of the Ohio Department of Administrative Services. ODNR's telephone system currently is supervised by the Office of General Services. Since February 1987, the Office reports to Assistant Director Charles E. Mauger.

Over the years, various other support units have been created administratively to provide needed services for the Department, for example, Flight Services (Figs. 24.7 and 24.8). Responsibilities of these units and patterns of organizations have been quite varied. A recent Table of Organization, which includes current service units and the principal administrator of each, is shown in Figure 3.27 on page 33.

OFFICE OF OUTDOOR RECREATION SERVICES

Roger D. Hubbell, Donald P. Schmidt, and D. Michael Cook

*Figure 25.1. **V.W. Flickinger**, first Chief of the Division of Parks, was an early advocate for recreational planning in ODNR.*

*Figure 25.2. **Carl Miller**, Assistant Chief of the Division of Parks, directed early development of recreational facilities in the State Parks.*

Acquisition of land and planning of recreational facilities have been ongoing activities of the Ohio Department of Natural Resources since its formation in 1949. The Office of Outdoor Recreation Services, however, is a relative newcomer as an identifiable part of ODNR, having been established in 1975. It is assigned primary responsibilities for all real estate activities, land-use master planning, statewide recreational planning, federal recreational grants administration, departmental review of public works projects, and projects and activities subject to environmental regulation.

EARLY RECREATIONAL PLANNING

The creation of ODNR not only brought together the State Wildlife, Parks, Conservation, and Forestry programs, but also 170,113 acres of land and some very talented and dedicated people. With the creation of new administrative units, there was a corresponding reassignment of personnel and functions. The planning of recreational facilities was primarily centered in the Division of Parks (see Chapter 8). The first Chief, V.W. Flickinger (Fig. 25.1), came from Iowa with years of experience in the Iowa State Parks Division. His reputation in park work was highly respected at both the state and national levels, and he would spend 15 years developing Ohio's State Park program. From the former Division of Conservation and Natural Resources in the Ohio Department of Agriculture, came Carl Miller (Fig. 25.2), to be chosen as Assistant Chief. His years of experience as an engineer in the dredging programs, canal lakes, and other construction projects became valuable as the State Park development program grew in scale. Also from the same Division came Kenneth J. McElroy to become Chief Landscape Architect. He was responsible for the design and style of many of the State Park developments for 15 years. The former Division of Forestry supplied its fair share of planning personnel to the new Division of Parks. George T. O'Malley (Fig. 25.3), a landscape architect, prior to 1949 had been involved in developing facilities within State Forests

*Figure 25.3. **George T. O'Malley**, Supervisor of Planning and Design in the Division of Parks in the 1950's was an early leader in development of facilities in State Parks.*

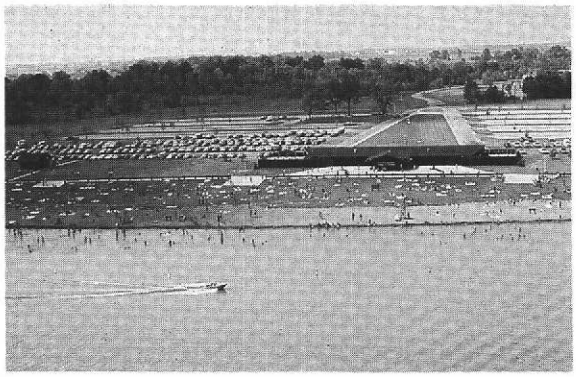


Figure 25.4. The first Land and Water Conservation Fund project in Ohio was submitted in 1965 to develop Delaware State Park. By 1971, more than $1.3 million in LWCF assistance had been contributed to develop the State Park and reservoir. Office of Outdoor Recreation Services file photo.

such as the Lake Hope Lodge near Zaleski (see Figure 7.17 on page 86) and vacation cabins at Pike Lake. George became Supervisor of Planning and Design, and through his leadership, State Park facilities increased. After several years, he was made Assistant Chief in charge of Planning and Development until he left in 1961 to become Chief of Colorado State Parks.

REAL ESTATE AND DEVELOPMENT EXPAND

The early years of ODNR was a period of rapid growth and development. The Department, through each of its land-holding Divisions, was acquiring 6000 to 7000 acres of land per year for recreational use. The staff of the Division of Parks expanded from 60 in 1950 to 569 in 1961, and expenditures rose to over $3 million annually.

Land acquisition was occurring at such a rapid pace, and with different procedures and philosophies being used by each Division, that it became apparent that a consolidated real estate office was necessary to standardize the real estate functions. In 1957, Director Eagon created the Real Estate Section to provide economical operation, accountability, and the systematic acquisition of land. Records and personnel from the land-holding Divisions were brought together under the first Chief of Real Estate, Lester Bailey, who was succeeded by Henry Hall.

Parallel to the rapid expansion in the Department's land base was the increased planning and development of the existing and newly acquired lands. One of the first projects completed was the Lake Hope Lodge. Probably the first project undertaken totally by the new Division of Parks was the boat concession at Cowan Lake, soon to be followed by the road system and parking lot at Adams Lake and the boat concession at Stonelick Lake. In 1950, the demand for camping was just starting. The fine Lake Erie beach at East Harbor State Park was a tremendous attraction and camping facilities were in demand. A 50-lot camping area was built and became overused almost before it was finished. A second phase was added, also proving insufficient to meet the growing demand. Finally, a major development effort was initiated providing water, flush toilets, washrooms, a ramp, concession building, and 600 camp lots capable of accommodating 2500-3000 camping visitors at one time.

THE LAND AND WATER CONSERVATION FUND

In 1965, ODNR Director Morr coordinated activities with the Ohio Water Commission in its handling of many of the planning-related programs. With enactment of the federal Land and Water Conservation Fund Act of 1965 (LWCF), the Program and Planning Section was created. This Section administered the LWCF grant program, the Statewide Comprehensive Outdoor Recreation Plan (SCORP), and the new Natural Areas and Scenic Rivers Program. Richard Midden was the first Chief of the Section. From 1965 until 1967, the LWCF program involved only the planned expansion of State Parks. The first projects to receive LWCF assistance were Delaware State Park, which received $555,223 for developments (Fig. 25.4); East Harbor State Park, which received $571,688 for acquisition and development; and Dillon Reservoir, which received $2,025,986 to develop the State Park. The first nine LWCF projects were all for State facilities and matched $5,286,916 in funding to help expand Ohio's State Park system. In 1967, local communities became eligible for funding. The City of Marion's Lincoln Park was the first local grant

Figure 25.5. Staff of the Statewide Comprehensive Outdoor Recreation Plan Section meet with the public to formulate the Plan. Office of Outdoor Recreation Services file photo.

approved in Ohio. The $21,000-grant was approved by the federal Bureau of Outdoor Recreation (BOR) on 22 November 1968. When Dick Midden became a Deputy Director for ODNR in 1968, Harry Swearingen became Chief of Program and Planning. In 1970, Norv Hall succeeded Mr. Swearingen as Chief of the Section.

With enactment of the National Environmental Policy Act of 1969, the Program and Planning Section became involved in reviewing Department activities for environmental soundness. In 1971, Norv Hall hired staff specifically to conduct environmental reviews. Since 1965, to be eligible for LWCF monies, each state had to prepare a five-year comprehensive planning document, or SCORP, which documented the needs and provision for state and local outdoor recreation. On 9 October 1965, Ohio became the first state to receive federal approval of a SCORP. This planning was the responsibility of the Program and Planning Section and furthered the partnership between the State and local units of government. In 1972, the SCORP Section was created to prepare plans and to address comprehensive planning for the Department (Fig. 25.5).

While the public was demanding more recreational areas, changes were being implemented which affected the Department's land-acquisition procedures. The most dramatic changes occurred in 1971 with enactment of Public Law 91-646 by Congress, which set forth a uniform Relocation Assistance and Real Property Acquisition Policy, and passage by the General Assembly of Amended House Bill 295, which incorporated the federal policy into Ohio law. Under the direction of Chief George Sterner, the Real Estate Section's activities and staff increased to the point that Director Nye elevated the Section to an Office, and in 1973 to Division status.

PLANNING EXPANDS

Also during the tenure of Director Nye, planning functions were consolidated in a Division of Planning with Terry Wakeman as Chief (see Chapter 20). One of his first actions was to create the Environmental Assessment Section which coordinated interdisciplinary environmental reviews for the Department. Of primary importance to the eventual creation of the Office of Outdoor Recreation Services, was the Program and Planning Section, which was renamed the Recreation Planning Section of the Division of Planning with Donald Schmidt as Chief. Activities of this Section grew into three separate functions: 1) handling the LWCF grants, which were doubling and tripling in numbers and amounts from previous years; 2) master planning for the Divisions of Parks and Recreation, Forestry, Watercraft, and Wildlife, and the Natural Areas Planning Section; and 3) initiating land-acquisition requests for the Department. The actual acquisition process was, however, the responsibility of the Real Estate Division. In 1973, the Recreation Planning Section became involved in the Department's capital improvements program planning process along with the Office of Chief Engineer under Chief Engineer James Swartzmiller.

A major planning project undertaken during this time involved getting the Cuyahoga Valley National Recreation Area designated and funded by the federal BOR. Assistant Chief Don Olson headed this project for the Recreation Planning Section. The project started as a proposed State Park in 1971 and became one of the largest acquisition projects in ODNR in the 1970's. By 1976, the Department had acquired 1562 acres for approximately $6.6 million. Half of the funding came from a single LWCF grant. In September 1976, the General Assembly authorized transfer of the land to the federal government as the start of the Cuyahoga Valley National Recreation Area.

Several new, major State Parks were added during the period 1971-1975, including Alum Creek, Caesar Creek, and East Fork State Parks. The creation of Great Seal State Park was especially significant because its purchase enabled the State to protect and preserve the land in Ross County that was symbolized on the Great Seal of the State of Ohio. The Department was also planning major improvements in many State Parks and State Nature Preserves. The Recreation Planning Section formed a State Lands Planning Unit of landscape architects which consolidated the planning needed for future acquisition and development. The completion and updating of many master plans during this period led to the funding of 53 LWCF State projects match-

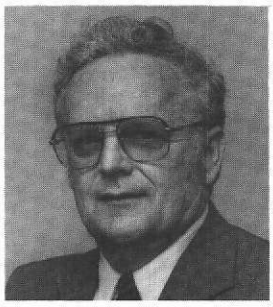


Figure 25.6. ***Donald P. Schmidt****, first Chief of the Office of Outdoor Recreation Services, 1975-1976.*

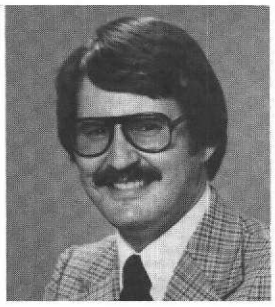


Figure 25.7. ***Donald G. Olson****, second Chief of the Office of Outdoor Recreation Services, 1976-1979.*

ing over $11.8 million. A special project at the time was the master plan which was developed for Kelleys Island. Under the plan, the Lake Erie island would have become two-thirds public ownership with one-third private ownership and developed similar to Mackinac Island in Michigan. The plan, however, met with considerable local opposition and was never implemented.

In the early 1970's, the Division of Planning grew by leaps and bounds. It was a period when management by objectives was the rage and computerization of everything was stylish. The idea in creating the Division of Planning had been to centralize most of the Department's planning functions; however, this was never fully accepted or realized.

FORMATION AND ACTIVITIES OF THE OFFICE

In 1975, during a reorganization of the Department by Director Teater, the Division of Planning was disbanded. The Recreation Planning Section remained functionally with a new name, the Office of Outdoor Recreation Services with Don Schmidt as Chief (Figure 25.6). The Environmental Assessments Section was absorbed into the new Office, joining the Grants, SCORP, and Planning Sections. When Don Schmidt left to become Director of the Dayton and Montgomery County Park District in 1976, Donald G. Olson became the new Chief (Fig. 25.7). The Natural Areas and Scenic Rivers Sections of the Division of Planning were to become the Division of Natural Areas and Preserves (see Chapter 16).

Also in 1975, the Division of Real Estate, under Chief Elmer Jones, was renamed the Office of Real Estate to differentiate between the statutorily created Divisions and the administratively created Offices. In 1979, a new Chief, Mary Moss, was appointed to head the Office of Real Estate. Several accomplishments in the Department's real estate practices were implemented during this time, including: 1) initiation of the Department's housing program, 2) use of independent fee appraisers to determine fair market value of properties, 3) computerization of the Department's land inventory and creation of the land inventory book, 4) computerization of the Department's licenses and leases, and 5) preparation of guidelines and procedures for licenses and leases of State properties.

The Office of Outdoor Recreation Services established its identity from 1975 to the present. The functions of the former Recreation Planning Section were still the major activities of the Office, with the most significant changes coming with the increase in funding from BOR through the LWCF. The State of Ohio's annual allocation of funds reached a peak of $14 million, which was used as matching grants for State and local outdoor recreation projects. The Office of Outdoor Recreation Services, with responsibility for administering these funds, became a focus for local units of government in the acquisition and development of their park and recreation facilities (Fig. 25.8) as well as in serving as their liaison with the federal government. The Grants Section was headed by John Pelton (a 31-year Wildlife professional), until his retirement in 1978 when Michael Cook became Grants Administrator.

Since 1975, the planning, grants, and real estate functions of the Office were actively involved in the Department's goal of providing much greater emphasis on urban recreation. The Cleveland Lakefront State Park was created, with major State Parks initiated near Toledo (Maumee Bay State Park) and Dayton

Figure 25.8. A $17,155 Land and Water Conservation Fund grant in 1981 enabled the city of Mingo Junction to develop four neighborhood tot lots. Office of Outdoor Recreation Services file photo.

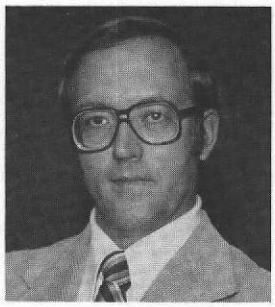


*Figure 25.10. **Roger D. Hubbell**, third Chief of the Office of Outdoor Recreation Services, 1979-1983.*

Figure 25.9. State Lands Planning staff developed the master plan for Sycamore State Park near Dayton. Office of Outdoor Recreation Services file photo.

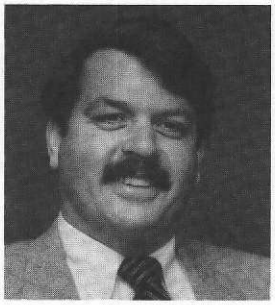


*Figure 25.11. **Dr. Michael D. Craden**, fourth Chief of the Office of Outdoor Recreation Services, 1983 to present.*

(Sycamore State Park). The latter two State Parks received LWCF grants, with Maumee Bay receiving four grants for almost $3 million and Sycamore receiving two grants for $2.1 million (Fig. 25.9). A total of $8,727,000 was allocated from the LWCF program to Columbus, Toledo, Dayton (see Plate 25), Cleveland, and Cincinnati (see Figure 1.8 on page 5) to acquire and develop major urban waterfront parks.

In 1979, Roger D. Hubbell was named Chief of the Office of Outdoor Recreation Services (Fig. 25.10) when Don Olson was named Chief of the Division of Parks and Recreation. The major project at that time was the acquisition and development of the Little Miami Scenic Park. Utilizing a $1-million "Rails-to-Trails" grant, ODNR acquired 44.8 miles of railroad in southwestern Ohio. Approximately 13 miles have been paved for bikeway use, while the entire corridor is available for horseback riding or hiking.

Another reorganization of ODNR in 1982 by Director Shoemaker led to combining the Office of Real Estate with the Office of Outdoor Recreation Services. The combination, still under the name of Outdoor Recreation Services, established seven Sections within the Office: 1) Real Estate Administration, 2) Comprehensive Planning, 3) Grants, 4) State Land Planning, 5) Environmental Review, 6) Real Estate Acquisition, and 7) Reclamation Real Estate .

In 1983, Roger Hubbell left ODNR to become Assistant Director of the Columbus and Franklin County Metropolitan Park District. Dr. Michael Craden was named Chief of the Office (Fig. 25.11) and is currently serving in

Figure 25.12. Southgate Park in Cambridge was developed in 1983 with assistance from a $66,250 Land and Water Conservation Fund grant. Office of Outdoor Recreation Services file photo.

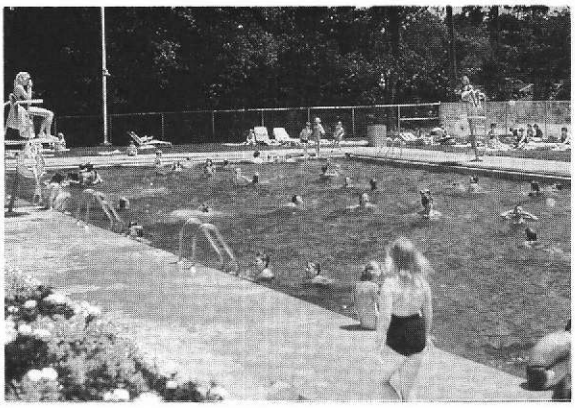


Figure 25.13. The City of Jackson used a $254,150 Land and Water Conservation Fund grant in 1984 to build the Hillcrest Pool. Office of Outdoor Recreation Services file photo.

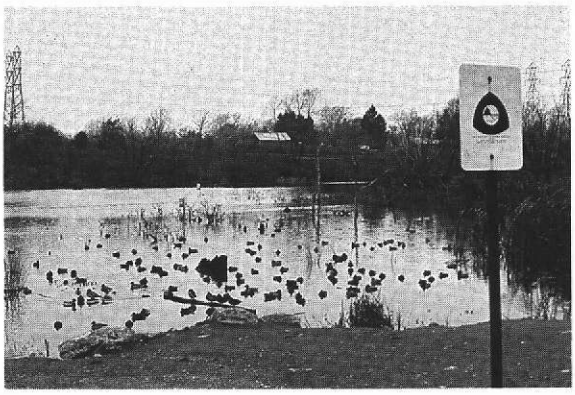


Figure 25.14. In 1975, the Cleveland Metroparks System received a $157,050 Land and Water Conservation Fund grant to acquire land at Lake Isaac. The logo on the sign indicates LWCF participation in the project. Office of Outdoor Recreation Services file photo.

that position. Jeff Nogawick and Wayne Warren serve as Assistant Chief and Deputy Chief, respectively. In 1988, Dr. Craden was also named President of the National Association of State Outdoor Recreation Liaison Officers. Under Director Sommer, the Office has been involved in creating the Lake Erie Access Program, initiating an Ohio River Access Study, preparing the report for the Governor's Commission on Ohioans Outdoors (which was used in preparing the report of the President's Commission on Americans Outdoors), and establishing the Lake Erie Office for the State.

During its existence, the Office of Outdoor Recreation Services has evolved to address the Director's and the Department's changing needs. Through the Land and Water Conservation Fund, the Office in its current and former structure has administered and distributed from 1965-1990 more than $119 million for 1159 park and recreation projects. Since 1965, this Office and its predecessors have experienced a variety of federal administrative changes, and have dealt with the Bureau of Outdoor Recreation, which evolved into the Heritage Conservation and Recreation Service (HCRS) in 1978, and finally the National Park Service in 1981 when HCRS was abolished. Every Statewide Comprehensive Outdoor Recreation Plan (SCORP) submitted to the federal government has received the maximum approval. When special studies were needed, such as the Cuyahoga Valley or Little Miami Corridor Studies, the Lake Erie and Ohio River Access Studies; or special programs such as the 1983 Jobs Bill grants or the 1986 Governor's Commission Report, the Director called on the professional planning, grants, and real estate staff of the Office of Outdoor Recreation Services to provide the quality work. The Office continues to serve the Director and the Department in the areas of planning, acquisition, funding, and environmental evaluation for park (Fig. 25.12), recreation (Fig. 25.13), and conservation (Fig. 25.14) projects throughout Ohio.

OFFICE OF PUBLIC INFORMATION AND EDUCATION

Randall C. Guthrie, Robert R. Finlay, Merrill G. Gilfillan, Donald R. Lundy, and **C. Lynn Malowney.**

EARLY ACTIVITIES

Public information and education about Ohio's natural resources during the 19th and early 20th Centuries were limited primarily to exchanges of information within the scientific community and among specific special interest groups concerning water, geology, forestry, and wildlife. The concerns of hunters, fishers, and trappers were recognized by the Division of Fish and Game when the first resident hunting license was issued in 1913. It had a conservation message on its reserve side (see Figure 6.3 on page 58). With hunting license money, more game wardens were employed, and by word-of-mouth, they informed and educated the public in their own way.

Within a few years, an awareness of fish and game developed which required more formalized methods of providing public information and education. In 1919, Jim Stuber, who had been a federal game protector for six years, was hired by the Division of Fish and Game and assigned to organize a publicity unit. Nothing in the records indicate that he developed any periodical news releases, but he is credited with producing the first educational motion picture on Ohio wildlife. Exhibits of fish and game became popular in the late 1920's. Improvised aquariums and cages were constructed at the Ohio State Fair, and thousands of visitors saw the displays and the messages being presented.

This approach to public education slowly expanded each year, but it was not until the administration of Governor Martin L. Davey in 1935 that public information and education took a major leap forward. Larry Wooddell, Commissioner of the Division of Conservation, employed Dave Roberts of Cincinnati who activated several significant programs. He greatly expanded exhibits and prepared numerous relevant publications. He employed Karl Maslowski, a talented photographer from Cincinnati, in the production of more educational movies. He initiated publication of *The Ohio Outdoorsman* in 1936 (see Figure 6.11 on page 62) which became *The Ohio Conservation Bulletin* in 1937. He was the first Editor and set the tone of this popular magazine for many years. Other Editors during its life of 28 years were Oliver Hartley, Erwin A. Bauer, Randall Guthrie, Bill Kah, Rod Cochran, and Merrill Gilfillan. Walter Lauffer provided many of the photographs for the *Bulletin*.

In 1939, the Division of Conservation and Natural Resources employed Ollie E. Fink, a science teacher from Zanesville, and authorized him to develop conservation education programs in cooperation with the State Department of Education. He developed programs and materials

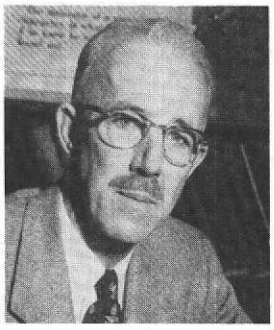


Figure 26.1. ***Ray White****, Chief of the Information and Education Section, 1951-1952.*

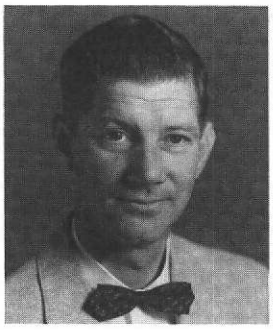


Figure 26.2. ***Randall C. Guthrie****, Chief of the Information and Education Section, 1952-1957.*

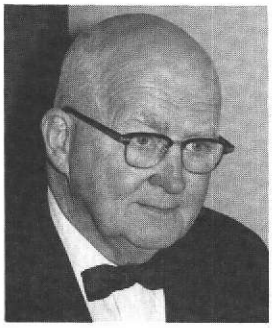


Figure 26.3. ***Robert W. Copeland****, Chief of the Information and Education Section, 1957-1963.*

for elementary and secondary teachers, and also the Ohio Conservation Laboratory, a summer workshop for educators. This Laboratory operated from 1940 to 1965 at several locations in Ohio and had an average annual enrollment of about 50. Dr. Carl Johnson of The Ohio State University served the Lab as Instructor and Director with distinction. Graduates of the Lab were responsible for a great increase in the number of school camping programs throughout Ohio.

In 1952, Robert R. Finlay of the Ohio Department of Education greatly expanded the on-going program through teacher workshops, seminars, conferences, and production of curriculum materials. In 1971, this conservation education effort was supported and expanded by Donna Szuhy of ODNR. Many school land laboratories were established and many teachers became motivated throughout Ohio as a direct result of these programs.

THE INFORMATION AND EDUCATION SECTION IN ODNR

The planners and legislative formulators of the Ohio Department of Natural Resources in 1949 did not establish a formula or provide specific objectives regarding the establishment of an educational and information unit or a public relations unit. Available records indicate that most of these people thought that this service would be developed by the Chiefs of the various Divisions and the ODNR administrators as needs developed. The Division of Wildlife had a firmly established, effective, and operational public relations organization with Robert Minshall in charge. *The Ohio Conservation Bulletin* had a circulation of about 50,000 and was a very effective informational tool for conservation issues. The other Divisions, however, had only designated personnel who functioned as public relations persons in addition to their assigned duties. Consequently, when the need for publicity or public communications arose, it generally was handled by the Division Chiefs.

All personnel were considered contacts for the public and were expected to attend meetings, make presentations, and give talks on Division subjects. As Director Marion once said, "I consider every employee of the Department as our best salesman of the conservation movement in this state." Although Divisions made conscious efforts to develop a coordinated departmental approach to public relations, through the years there has remained a natural protective pattern for divisional promotion.

In January 1951, Director Marion appointed Ray White (Fig. 26.1) as the Chief of the Department's Information and Education Section. The new Section consisted of the Chief and his secretary, and it was charged with extensive duties. White reviewed Division reports, wrote press releases and magazine articles, designed Department brochures, and represented the Department at various conferences. Although White did an admirable job, he never physically joined ODNR but maintained his office in the State House and continued to operate on Governor Frank J. Lausche's staff. White finally found the dual job of serving the Governor and ODNR an impossible task and asked to be relieved of the Information and Education Section.

In 1952, Director Marion promoted Randall Guthrie (Fig. 26.2) to the position of Chief of the Information and Education Section. An expanded print shop area was made available in the Hangar Building, 1500 Dublin Road, Columbus, for the printing of brochures,

Figure 26.4. ODNR exhibits have long been major attractions at the Ohio State Fair. "No Space to Waste" formed the theme for this exhibit in the early 1960's as viewed by (from left to right) ***Governor Michael V. DiSalle, Chief Robert W. Copeland,*** *and* ***ODNR Assistant Director John W. Ferguson.***

Figure 26.5. ***W. Kelly Jones****, Chief of the Information and Education Section, 1963-1965, and then Chief (1965-1968) of the Administrative Services Section into which the Information and Education Section was subsumed.*

information guides, colored maps, and related materials for all ODNR Divisions except *The Ohio Conservation Bulletin* which was printed by contract with the Herr Printing Company of Columbus. In January 1953, *The Bulletin* became the official publication of the Department and general coverage of other resources expanded. The Information and Education Section was also responsible for preparing and printing the Department's Annual Reports.

In 1957, with the election of C. William O'Neill as Governor, Herbert Eagon was named Director of ODNR, and the Information and Education Section was restructured. George Emmett was named Chief and served only six months until his retirement. Robert W. Copeland (Fig. 26.3), former City Editor for the *Cincinnati Times Star*, was named Chief of the Section, with Randall Guthrie continuing to supervise printing, photography, public relations, and annual reporting activities. The available space for the Section's operations was redesigned for greater efficiency, resulting in a larger and better-lighted area for multilith production, a new publications supply room, and an improved editorial room.

The service branch of the Section, directed by Guthrie, was staffed by four press operators, a typesetter, and a copy camera technician for its publications work; by a publica-

tions distribution supervisor, an office staff of seven persons handling subscriptions to *The Ohio Conservation Bulletin* and other clerical and auditing work, and a film librarian. Exhibits were produced including some of those at the Ohio State Fair (Fig. 26.4).

The editorial branch of the Section was comprised of an editorial supervisor, four information writers (including the Editor of *The Bulletin),* a clerk-typist, a staff artist, and a staff photographer who served as his own laboratory technician. The work included regular news releases to all Ohio newspapers on the activities of the various Divisions, special releases to newspapers and the wire services, and captioned pictures for the larger daily newspapers. Numerous miscellaneous brochures and folders were either written or edited by these staff members. As time permitted, the editorial staff presented radio programs and developed material for television shows.

Added to the information and education group in the late 1950's was a Publications Section which responded to thousands of requests for Department and Division publications. Also, by 1960, the print shop was a complete offset printing plant with a supervisor and five other employees, two 1250 multiliths, and two 17x20 offset machines. It was a state-of-the-art shop, capable of printing nearly all the necessary publications of the Department.

In 1963, Governor James A. Rhodes appointed Fred E. Morr ODNR Director, and W. Kelly Jones, (Fig. 26.5) replaced Robert W. Copeland as Chief of the Information and Education Section. To consolidate all State printing activities, the multilith printing facility, which did 90 percent of the printing for the Department, was transferred to the Ohio Department of Finance in October 1963. Since the facility was gone, all printing was obtained on a job-order basis. The Information and Education Section became a part of the Administrative Services Section of ODNR on 1 January 1965. W. Kelly Jones was named Chief of the new Section and served in that capacity until 1968 when Albert R. Molt replaced him. The new Section's eight major areas of responsibility were communications, publications, design and exhibits, films, housing and maintenance, press releases, transportation, and photography (see Chapter 24).

The work of the photographic staff including Al Staffan, Bob Shanaman, and John Dobos, increased tremendously during this period, due in part to the need for a great variety of color transparencies used in *The Wonderful World of Ohio* magazine. This magazine replaced *The Ohio Conservation Bulletin* in June 1965. Merrill Gilfillan was named Editor of this new publication which became a promotional magazine for industry, tourism, and natural resources in the State of Ohio. Responsibility for *The Wonderful World of Ohio* was later transferred to the Ohio Department of Development, and eventually it ceased production in 1970. Also, a large number of photos were taken for various Department projects throughout Ohio. The information branch also compiled the Department's weekly press release and processed lake and stream reports and numerous radio and television programs. The branch worked closely with all newspapers, outdoor writers, and radio and television stations.

ESTABLISHMENT OF THE OFFICE AND ITS ACTIVITIES

The Office of Public Information and Education (PI&E) was formed early in the administrations of Governor John J. Gilligan and ODNR Director Nye in 1971. Marvin Katz (Fig. 26.6) was the first Chief, and the Office was made an arm of the Director's Office concentrating on improved media relations and on improving the public awareness of the Department. The Chief was the principal spokesperson for all contact with the State's extensive network of news media outlets, both print and electronic.

The news bureau was created to provide a liaison with the media and to produce news and feature material about the programs of ODNR for statewide distribution in newspapers and magazines and on the State's electronic media. Also, a film and broadcast unit was established to create news and public service material as well as slide and film productions about the major functions of ODNR. An environmental education coordinator was hired to train educators of Ohio's youth and ODNR field workers

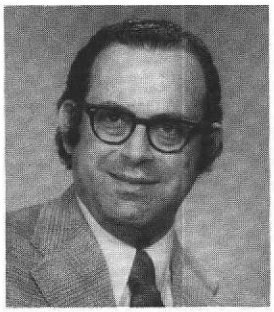


Figure 26.6. ***Marvin Katz****, Chief of the Office of Public Information and Education, 1971-1974.*

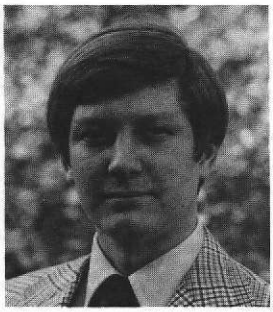


Figure 26.7. ***W.J. David Crosson****, Chief of the Office of Public Information and Education, 1975-1979.*

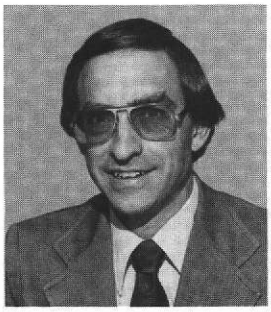


Figure 26.8. ***Thomas G. Wiebell****, Chief of the Office of Public Information and Education, 1979-1981.*

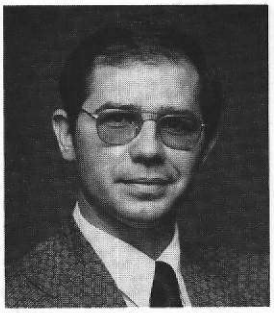


Figure 26.9. ***James Cannon****, Chief of the Office of Public Information and Education, 1981-1983.*

Figure 26.10. ***Anne M. Wickham****, Chief of the Office of Public Information and Education, 1983-1984.*

in regards to the environment. An Art, Design, and Editorial Section was established which became the principal publisher of nontechnical publications, newsletters, maps, and reports produced by the Divisions. Many programs and special events were organized by PI&E as ODNR celebrated its 25th anniversary in 1974.

In January 1975, James A. Rhodes began his second eight-year term as Governor and appointed Robert W. Teater as ODNR Director. He named David Crosson (Fig. 26.7) Chief of PI&E. The early years of this administration were difficult ones for ODNR. The role of PI&E was adversely affected from 1975 to 1977 by personnel and budgetary shortages, and layoffs were required. Despite these problems, the Office was able to refine and redevelop its information services to the public. During the period 1975-1982, PI&E established itself as the best such operation in the State government.

Beginning in 1975, the news bureau focused on a proactive program that included development of natural resources-oriented feature material. A program was started to provide editors and reporters with story material. An ODNR monthly calendar of events was instituted in 1981 for statewide distribution to the news media and those interested in Department activities. The production of photographs to accompany stories became a major role for the photography lab. The lab was also responsible for producing photomechanicals and negatives for brochures and other publications.

In 1975 under the direction of Kenneth P. Mills, the Department radio show, *The Outdoor Notebook*, was created to replace one that had been done previously as a joint effort of ODNR and the Ohio Department of Economic and Community Development which focused on travel in Ohio. By 1981, the show was carried by 130 stations, a remarkable accomplishment for a public service program. Also, several award-winning, full-length films were produced by Mills including: *Sweet Ohio*, about the State Park system; *The Search: The Geological Survey in Ohio; The Legacy*, about Ohio's natural areas and preserves; and *Summer Challenge: The YCC in Ohio* (see Plate 19). In 1977, an ODNR library was created and maintained by the Environmental Education Section.

Thomas Wiebell (Fig. 26.8) served as Chief from August 1979 to March 1981 and was succeeded by James Cannon (Fig. 26.9) who served until March 1983. In the early 1980's, the Department's printing and copying facility was moved to PI&E from General Services. It was expanded to handle a significant portion of ODNR's printing needs.

Richard F. Celeste succeeded James A. Rhodes as Governor in January 1983, and ODNR Director Shoemaker named Anne Wickham (Fig. 26.10) Chief of PI&E. Budgetary constraints caused a realignment in the Office. The Film and Broadcast Section was almost entirely disbanded and staff transferred to various Divisions. The print shop was scaled down to meet the new regulations of State

*Figure 26.11. **C. Lynn Malowney**, Chief of the Office of Public Information and Education, 1984-1990.*

OHIO CONSERVATION HALL OF FAME

O.A. Alderman	1974	Jonthan Forman	1973	Robert R. Paton	1977
Daniel Armbruster	1983	Sherman Frost	1987	John Z. Pelton	1984
Harry L. Armstrong	1974	Walter Frye	1969	Ralph Watson Peters	1977
J. Frank Atwood	1967	John Scott Garbry	1986	John Wesley Powell	1967
Marie Aull	1987	Ernest J. Gebhart	1988	John W. Preble	1973
Melvin C. Balke	1976	Eugene Good	1984	James A. Rhodes	1981
Robert Ball	1985	Robert O. Grieser	1981	Everett E. Ridge	1979
James S. Bennett	1984	John Halliday	1990	Charles V. Riley	1980
Homer C. Bohl	1975	Floyd E. Heft	1986	L. Milton Ronsheim, Sr.	1968
E. Lucy Braun	1971	Earl Hensel	1985	Earl Schaeffer	1970
Burt G. Brickner	1973	J. Arthur Herrick	1972	Edward W. Schekelhoff	1990
Mary Elizabeth Brockschlager	1978	Samuel P. Hildreth	1968	Paul B. Sears	1978
Louis Bromfield	1969	Kenneth Whitten Hunt	1980	Edmund Secrest	1974
Bryce Browning	1968	Howard Jones	1970	John Sieberling	1987
Charles Buck	1969	Tenny Jones	1970	Dean Sheldon	1969
Louis W. Campbell	1988	E.V. Jotter	1977	Charles Melvin Shipman	1981
Freda Case	1989	Jared P. Kirtland	1968	Trent D. Sickles	1977
Johnathan Chapman	1966	John H. Klippart	1966	John Slipher	1969
Donald Lester Coffman	1985	A.G. Lancione	1983	William A. Stinchcomb	1981
Eugene F. Cranz	1985	E. Bassett Langdon	1966	Julius F. Stone	1967
Charles Dambach	1970	Frank Lausche	1984	Wilbur E. Stout	1979
Elmer G. Davis	1973	J. Richard Lawwill	1981	James W. Stuber	1971
Forest W. Dean	1979	George Laycock	1988	Samuel S. Studebaker	1976
Irving I. Dickman	1973	Ted T. Lee	1980	Myron T. Sturgeon	1978
Oliver D. Diller	1975	A.W. Marion	1980	Edward S. Thomas	1972
Benjamin R. Drayer	1972	Karl H. Maslowski	1978	Milton & Mary Trautman	1974
John H. Dunlap	1977	Harold F. Mayfield	1977	Walter A. Tucker	1972
Clarence Durban	1989	John & Ruth Melvin	1975	Laurel F. Van Camp	1979
Richard & Lucile Durrell	1985	Fred E. Morr	1989	John Aston Warder	1980
Ralph E. Dury	1981	Wayne Nichols	1984	David C. Warner	1968
Herbert B. Eagon	1979	R. Henry Norweb, Jr.	1983	Lewis W. Watkins	1976
Raymond E. Eichel	1990	Edward F. Noyes	1967	William Wertz	1987
Ruben W. Eschmeyer	1967	Arthur Norwood O'Hara	1986	John Wheaton	1970
Robert Evans	1989	Edward Orton	1970	Arthur & Virginia Wiseman	1990
Ollie E. Fink	1971	Hugh & Gretta		Lawrence Wooddell	1980
Robert R. Finlay	1978	ShipmanPallister	1988		

Figure 26.12. Established in 1966 by the Ohio Department of Natural Resources, the Ohio Conservation Hall of Fame recognizes the Ohioans who have demonstrated a lifetime devoted to furthering conservation efforts in this state. Listed are the members of the Ohio Conservation Hall of Fame and the year in which they were inducted.

printing, and much of the equipment was sold. The responsibilities of the office remained the same but were accomplished with a greatly reduced staff and budget.

In April 1984, C. Lynn Malowney (Fig. 26.11) was appointed Chief. Also in 1984, the Office assumed the responsibility of publishing an ODNR wall calendar that listed various activities and contained pertinent information about the Department. Initially, the black and white calendar was sold for $1 at the Ohio State Fair. Because of its popularity, it was expanded to a full-color piece depicting unique natural resources of the state.

The activities of the Art Section increased with the beginning of the two income tax checkoff programs in 1984. The artists prepared extensive public relations materials including full color posters (see Plate 16), brochures, and pamphlets for distribution to tax preparers throughout the state.

The Office of Public Information and Education continues to provide a wide array of professional services, counsel, and guidance

within ODNR including groundbreakings and dedications, news media relations, developing programs to gain awareness and acceptance of various activities, creating original art and photographs for brochures and publications, and responding to inquiries about Ohio's natural environment. The Office also coordinates two awards programs, the Ohio Conservation Hall of Fame (Fig. 26.12) and the Ohio Conservation Achievement Awards (Fig. 26.13). It supports the Director's Employee Awards (Fig. 26.14). The Office, in many ways, projects the image of the Department to the public via its information and education programs.

OHIO CONSERVATION ACHIEVEMENT AWARDS

Thomas B. Addis	1981	Ruth Fiscus	1989	Ted T. Lee	1978	Robert Secrest	1976
Robert W. Alrutz	1985	John Frederick, Jr.	1973	Milton S. Lord	1986	Stephen H. Sedam	1984
Donald Altier	1976	L.H. "Mike" Fremont	1983	Justine Magsig	1974	Alexander Walker Short	1971
Albert O. Ashbrook	1987	Arnold W. Fritz	1974	Geraldine Markham	1976	Leslie E. Simbro	1975
Ronald G. Austing	1981	John F. Gallagher	1981	Clair F. Martig	1978	Dean W. Simeral	1978
Jean Beaty	1986	Wilbur R. Gantz	1980	E.D. Martin	1971	Nevin Smith	1990
Helen Black	1973	Merrill C. Gilfillan	1980	Gary Mast	1990	Patricia Jean Smith	1972
Helen Boecher	1978	James H. Glass	1975	Alec Mastics	1980	Ottie M. Snyder	1976
Benjamin P. Bole, Jr.	1979	Norman A. Godwin	1976	Mason McConnell	1978	Samuel W. Speck, Jr.	1975
Forest W. Buchanan	1985	James W. Goodrich	1980	Hobart C. McKarns	1981	Neal Springer	1978
Louis W. Campbell	1971	Glenn J. Graber	1973	J.W. McSwiney	1979	David H. Stansbery	1974
Christine Carlson	1974	Susan F. Gray	1990	Urias Meadows	1990	Hester & Bernice Stephenson	1980
Earl G. Carlton	1981	W.M. Gressard	1981	Ervin R. Meyer	1988	James Stevenson	1972
Samuel C. Cashman	1989	Robert O. Grieser	1977	Frank Newell	1984	Bertalan Szabo	1981
Edith C. Chase	1977	Ray Grob	1973	Carl & Mary Newhous	1977	Colleen Taylor	1989
Chris Chengelis	1980	Victor Grote	1973	George Nicolozakes	1979	Robert C. Terwillegar	1974
Cleanland, Ohio	1984	Dale Haney	1979	Ohio River Colleries	1976	Glenn Thompson	1976
Ralph Cobey	1981	James R. Hanson	1978	Oxbow, Inc.	1989	The Timken Company	1975
Ruth M. Colton	1980	Lloyd L. Harrold	1979	George Palmiter	1979	M.L. "Red" Trabue	1986
Columbus Audubon Society	1983	Robert A. Hefner	1978	John Z. Pelton	1977	George E. Tomaiko	1981
Jean Brumm Cornelius	1980	John F. Hellebush	1977	Frances G. Pierce	1975	Lou Tsipis	1983
William F. Cowen, Jr.	1979	William H. Hendershot	1983	Carol A. Pietrykowski	1975	Laurel Van Camp	1971
Charles Coyle	1971	Earl Hensel	1981	Robert Pitts	1985	Helen James Van Meter	1979
Lawrence Crawford	1980	Janice Hewitt	1979	Steven Pollick	1987	James E. Vines	1983
George V. Curtis	1980	Jill Holl	1988	Bayliss Prater	19887	Ernest G. Vorwerk	1980
Jack E. Davis	1988	Lee C. Howley	1977	Matthew Pribanic	1984	Harold S. Wagner	1978
Frederick H. Deering	1978	James S. Jackson	1977	Ralph E. Ramey	1972	Lila S. Wagner	1980
Eugene H. Derickson	1983	Carl S. Johnson	1972	Bob Rankin	1975	John D. Walker	1987
Harold Dobbins	1981	Beryl Kenneth Jones	1976	Dick E. Redman	1985	Beatrice & Neil Waterbury	1979
Melvin Dodge	1984	John Jones	1986	Ralph & Jewell Reinhart	1981	Dan Waugh	1983
Clarence Durban	1976	George W. Kase	1981	George K. Richards	1988	Warren R. Wells	1971
Richard & Lucile Durrell	1978	Charles C. King	1977	Donald E. Richter	1986	George W. White	1980
Charles English, III	1989	Calvin R. Kiracofe	1975	Dave Roberts	1983	Edward I. Wickliff	1971
Charles A. Eulett	1973	Lou Klewer	1983	Harry A. Ross	1975	Ned E. Williams	1979
Patricia Evans	1977	Harry S. Knighton	1983	Robert W. Rousch	1975	Winous Point Shooting Club	1990
Robert Evans	1977	Frank Lawecki	1984	Stanley M. Rowe	1975	Cecil S. Winters	1975
				Frank T. Sayres	1980	Lawrence Wooddell	1971

Figure 26.13. Recognizing that individual achievements deserve just as much attention as does a lifetime's work, the Ohio Department of Natural Resources created the Ohio Conservation Achievement Award in 1971. The award recognizes Ohio individuals or organizations that have demonstrated environmental awareness and concern either through a continuing program or a single major event. Listed are the recipients of the Ohio Conservation Achievement Award and the year in which it was received. (Recipients of two awards presented prior to 1971 are not included here.)

DIRECTOR'S EMPLOYEE AWARDS

OUTSTANDING NEW EMPLOYEE

William F. Demidovich	Litter Control	1985
Larry Cooper	Litter Control	1986
Kathleen Dillon	Employee Services	1988
Dwight Greenwalt	Wildlife	1990

OUTSTANDING OFFICE AND CLERICAL EMPLOYEE

Shelia A. Sheets	Forestry	1985
Nancy K. Dunn	Business & Administrative Services	1986
Jean Coveleski	Watercraft	1987
Kathy Ann Kresak	Watercraft	1988
Karen Stoner	Oil & Gas	1990

OUTSTANDING PROFESSIONAL EMPLOYEE

Peter G. Finke	Water	1985
William G. Sims	Forestry	1986
Jerry Wager	Soil & Water Conservation	1987
Arley Owens	Litter Prevention & Recycling	1988
Rocco A. Greco	Parks & Recreation	1990

OUTSTANDING PROTECTIVE SERVICES EMPLOYEE

Edward P. Goffos	Parks & Recreation	1985
Theodore D. Williams	Oil & Gas	1986
Clark Carson	Forestry	1987
Lawrence J. Krall	Watercraft	1988
James Schuler	Wildlife	1990

OUTSTANDING LABORER EMPLOYEE

Dick E. Morrison	Parks & Recreation	1985
Phillip D. Dawes	Parks & Recreation	1986
Denny Crouso	Parks & Recreation	1987
Sandra Mahaffey	Property Management	1990

PUBLIC RELATIONS AWARD

Kenneth J. Alvey	Watercraft	1985

OUTSTANDING VOLUNTEER AWARD

Paul and Mary Ecton	Parks & Recreation	1985
Elisa Coleman	Watercraft	1986

OUTSTANDING SERVICE WORKER EMPLOYEE

Scott T. Denham	General Services	1986
Johnny Earl	Parks & Recreation	1987
Betty Woods	Civilian Conservation	1988

PROFESSIONAL RECOGNITION AWARD

J. Bruce Pickens	Water	1985
David E. Todt	Litter Prevention & Recycling	1986
Emily King	Watercraft	1987
Pamela Dillon	Watercraft	1988
Richard W. Carlton	Geological Survey	1990

OUTSTANDING PARA-PROFESSIONAL EMPLOYEE

Lois E. Gardner	Parks & Recreation	1985
Glenn Cobb	Parks & Recreation	1987
René M. Weber	Business & Administrative Services	1988
Rick Barrera	Watercraft	1990

OUTSTANDING SKILLED CRAFT EMPLOYEE

Darrell Stancliff	Parks & Recreation	1985
Daniel L. Stump	Parks & Recreation	1986
Steven Young	Parks & Recreation	1987
Chester Porter	Parks & Recreation	1988
Alva Collins, Jr.	Parks & Recreation	1990

OUTSTANDING TECHNICAL EMPLOYEE

Gary E. Yates	Geological Survey	1985
Ronald J. Anderson	Engineering	1986
William Williams	Engineering	1987
Mark Anstaett	Soil & Water Conservation	1988
David Cook	Parks & Recreation	1990

DISTINGUISHED SERVICE AWARD

Dan Atzenhoefer	Litter Control	1985
Donald E. Richter	Forestry	1985
Theodore A. DeBrosse	Oil & Gas	1986

DAN ATZENHOEFER DISTINGUISHED SERVICE AWARD

Leonard Harstine	Water	1987
Douglas J. Natoce	Watercraft	1988
Donna Stusek	Business & Administrative Services	1990

DIRECTOR'S PART-TIME EMPLOYEE & VOLUNTEERS

Beverly Ann Bonham	Soil & Water Conservation	1987
David Carter	Parks & Recreation	1987
Heather Cunningham	Employee Services	1987
Michael Gease	Water	1987
Thomas P. Rymers	Wildlife	1987
Vicki Shuff	Litter Prevention & Recycling	1987
Kathleen Smith	Natural Areas & Preserves	1987
Phyllis C. Ward	Forestry	1987

Figure 26.14. The Director's Employee Awards recognize ODNR employees for dedication, performance, and achievements. Awardees must be ODNR employees for at least 18 months. They are selected by a committee of their peers and the program has been highly acclaimed and supported by the employees.