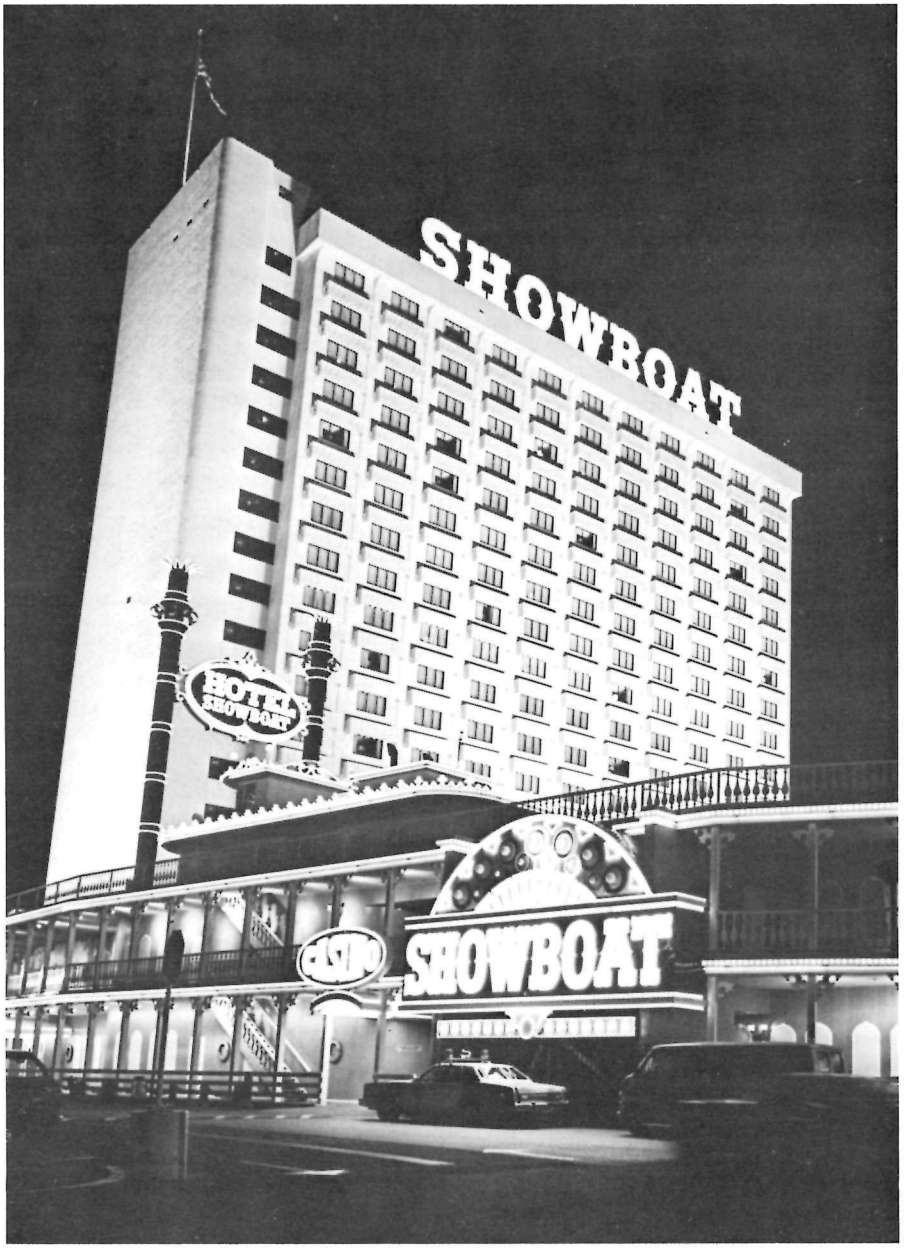
NEWSLETTER

THE ASSOCIATION OF NATIONAL PARK RANGERS

Volume V, Number 2 June 1983



Las Vegas News Bureau

The Showboat Hotel in Las Vegas, site of this year's Rendezvous.

Rendezvous VII: Around the Clock Action in Las Vegas

Dennis Burnett, Sequoia

Arrangements are nearing completion for Rendezvous VII, which will be held from October 9 to October 12 at the Showboat Hotel, Casino and Bowling Center in Las Vegas, Nevada.

The 500-room Showboat, host of both the Western region superintendents' and concessions conferences last year, promises to be an exceptional choice. Along with full facilities for both large and small meetings, the hotel offers casino activities, swimming, golf and tennis at their nearby (15 minutes by hotel shuttle) country club, and even 106 lanes for bowling.

Over 300 members attended last year's Rendezvous in Fontana, and more are expected this year. Now is the time to begin thinking about making plans to attend; most of what you'll need to know follows, including reservation and registration forms.

Agenda

John Earnst of Gettysburg, the Rendezvous program coordinator, is in the process of working out a final agenda of activities. The basic schedule that appeared in the March issue has been amended slightly:

- Sunday, 10/9—Executive board meeting, registration and evening social
- Monday, 10/10—President's message, work group reports and keynote addresses
- Tuesday, 10/11—Workshops all day, with two sessions for each
- Wednesday, 10/12—Membership meeting, evening cocktail hour provided by the Showboat, and dance
- Thursday, 10/13—Departure

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Letters

Editor:

I have looked over your latest issue of the Newsletter. It's really very good. As for the Dwyer and Supernaugh article, it's a neat switch in adjective/noun coupling, at the very least is thought-provoking. Anything that makes you think can't be all bad. Naturally I am most intrigued by the phrase "be able to respond to the political process with scientifically sound information." To do that, one needs superintendents like Roger Contor and Boyd Evison and the many others of their like, who recognize the need for hard scientific findings and then who do not cringe or shirk when faced with the necessity of incorporating these findings into their actions as they deal administratively with political pressures of all kinds and from all sources.

The whole thing seems to be playing with words. "In the beginning was the Word, and the Word was God..." and so forth. Human beings being language-using creatures, the only way to start *any*thing is to give it a name. Then you deal with it. So the re-naming of what it is we are *doing* (as opposed to putting it into words, something that perhaps we should or should not be doing) can be a powerful propellant to the evolution of whatever it is we *are* doing. If we can just recognize that action in boxes one and two (i.e., areas where rangers can have no impact) amounts to spinning our wheels, and apply the energy saved to boxes three and four (i.e., areas where action can be taken), then we might find a way to get somewhere a little faster.

I also especially enjoyed Elizabeth Oster's article. It seems to me that you have a very nice balance of thought pieces, reportage, and helpful suggestion articles. On your pages is where the interface between scientific findings and both interpretation and management can occur.

Jean Matthews
Editor, *Park Science*

Editor:

As a second season "seasonal" I was pleased and excited by your publication. Would it be possible to get a couple of dozen copies of the March '83 issue to distribute to our seasonals at orientation?

There is a move to rejuvenate our Employee Association and this would be of great assistance in the efforts to attract seasonals to our association.

William Merrill
Lowell

Editor's Notes

You will note that the editorial balance between news and features shifted a little this issue. This is due not to an overall change in approach, but rather the result of the editor's tardy discovery that Spring is without question the busiest time of the year for many people in the Service—particularly prospective authors with already awesome work loads. Two important articles—one by Dave Dame, chief of interpretation in Washington, and the other by Jerry Hobbs, assistant chief ranger at Great Smokies—literally disappeared in the mails. They will appear in a future issue. So the emphasis this time is on a variety of reports from all around the system, as can be seen in the expanded "Field Reports" sections.

There were also some unavoidable delays in getting this issue together and into the mails. The Newsletter's production schedule was inextricably entwined with that of the editor's daughter's, and her energetic and successful efforts to beat her own June 20 deadline led to a semi-surprising arrival 36 hours after the Newsletter's closing date. New fatherhood being what it is, this publication took an unavoidable back seat until the editor's adrenaline level dropped back to normal.

Next deadline will be July 20 so that the September issue can get to you before the Rendezvous. Efforts are being made to reduce the mail delivery time from the current four to eight weeks to a more reasonable two to four weeks, but, because we can't afford first class, it will be impossible to shorten the interval from mailing to receipt any more than that.

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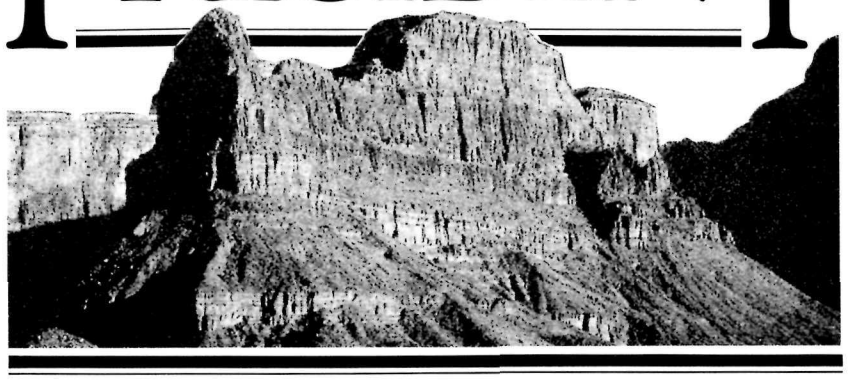
A MESSAGE FROM THE PRESIDENT



As I write this, I have just returned home from a trip to Washington, D.C. on behalf of ANPR. Interestingly enough, the most important single message which I received was that the Association is looked upon at all levels as a highly respected professional organization. In addition, every single person with whom I met indicated a sincere desire to have open and positive communications with us, to support field endeavors, to encourage ANPR position papers, and to help solve practical working problems.

Respected Professional Organization

We've come a long way since that fabled week in Jackson, Wyoming during October, 1977. Immediately following that Rendezvous and for the next couple of years, we were widely viewed as slightly radical, possibly dangerous, and certainly less than completely stable. We were seen, basically, as a group of rough necks who were more interested in heavy duty socializing than positive improvements. This has now largely changed. Through the efforts of the past two presidents and the support and hard work of the other officers of the Association, we are now generally viewed as a positive force for change, improvement, communication, feedback, and support.

This is not to say that our reputation is now unshakeable. The potential always exists for us to take a position that would damage our credibility. As one of our honorary members was heard to say, "We have outgrown infancy, but we are still in adolescence." For this reason our positions and actions as an Association must be not only realistic and achievable, but also defensible. Should one of our positions be adopted, we must be prepared to stand behind it both personally and professionally, and if problems arise, we must be willing to take some of the responsibility and help look for further solutions.

To me this is one of the most significant aspects of the respect which ANPR now enjoys. We must continually work to maintain and enhance that respect.

Open And Positive Communications

It has been my firm conviction for several years that the primary tool which this profession needed was a good, authoritative, interesting, attractive publication that could aid communications among all of us, scattered as we are over half of the northern hemisphere. It is now obvious that we are beginning to successfully fill that need. With the publication of our last two Newsletters, we have reached a milestone that will be long remembered as the point at which we achieved a high quality publication.

The pioneering efforts put forth in earlier Newsletters by Rick Gale and T.J. Priehs have of course enabled us to reach this point. Now, under the editorship of Bill Halainen, we truly have an outstanding Newsletter. I believe we can all take a great deal of credit for this achievement. But, more importantly, there is a lot of good, authoritative, professional information in the Newsletter. There is information that will help each of us do a better job, whether we happen to be interpreters, protection rangers, resource managers, or park managers.

Support For Field Endeavors

There is a general feeling that the reputation of the National Park Service has been built and rests upon two foundations. One, of course, is the outstanding character of the areas which we help operate. The public loves its parks and probably always will. The other, however, is the people who work in the parks.

There is a great awareness that the parks are where the action is—where objectives are met and where crises arise and are solved every day by Service employees. It is well understood that, by and large, the capability to deal with everyday problems exists within ourselves and our fellow employees, but support is sometimes needed. There is often some confusion, though, about what *type* of support will help solve problems. This is where ANPR comes into the picture, because we can often provide input that will reflect the perspectives of several hundred rangers.

Encouragement For Position Papers

Many of you know that, as an Association, we have taken positions on a wide variety of subjects. These issues have ranged over everything from the 025/026 matter to housing to NPS-9. Our position papers have been looked to as quality, positive documents. We have now been asked to provide input or to take positions on additional subjects of concern to us all. Many of these issues we were already addressing through work groups, such as the KSA/BEE system, seasonal training standards, and the Service's emergency medical system. Some other subjects were new, such as property management and seasonal law enforcement training. We will work aggressively to provide our expertise on these subjects.

As your president, I recently asked Jan Wobbenhorst of Indiana Dunes to chair our work group on the review of revisions to NPS-9. The product of this work group resulted in sixteen double spaced pages of comments, each of which provided a field perspective with new insights, ideas, or techniques. Jan and her group deserve our appreciation for producing a high quality product.

On invitation from the Department, I was also asked to send an Association representative to the Department's property management conference in Phoenix in April. At my request, Butch Farabee of Grand Canyon attended, and his input on property management principals and on law enforcement equipment were favorably received.

Solving Practical Working Problems

Many problems remain with us today; including such mundane matters as property management, such explosive morale issues as housing, and such complex and emotional subjects as dual careers. As rangers, we have shown that we can professionally handle day-to-day problems. As an Association, we have shown that we can provide practical and realistic solutions to some of these larger problems, and we will continue to move forward to insure that solutions to these problems are found and implemented.

Washington

WASO and Regional Realignment

There has been considerable concern in the field about proposed reductions in regional and Washington staffs. Here's what's happening.

The objective of this program, according to the Director, is to improve management of the Service by "increasing the financial and personnel resources in the parks" through a reduction in full time equivalency (FTE) positions by eight to 12 percent in Washington and 12 to 15 percent in the regional offices before October of this year. No regional offices will be eliminated.

The principal means for making these reductions will be the transfer of positions to field units and the consolidation of regional functions into key regions.

Those regional and Washington employees with "recognized and potential" managerial, maintenance, professional and administrative skills will receive top priority consideration for transfers. Once these opportunities for personnel moves are exhausted, professionals of all kinds—such as park planners, scientists and concessions specialists—may be transferred with funds to Denver Service Center, Harpers Ferry or other centers.

Five specific techniques for meeting staff reduction goals have also been outlined:

- the identification of existing vacancies in all areas and the setting aside of those in Washington and the regions for transfer (with funds) to the field;
- the identification of employees wishing to retire on either October 1, 1983 or January 1, 1984 and the setting aside of the positions of those who have made a "definite commitment to retire" for field use (no one may be asked or coerced to retire);
- the solicitation of voluntary transfers to the field and a concommitant development of a list of park assignment opportunities;
- the identification of all positions slated for abolishment; and
- the consolidation of certain functions in key regions.

This plan is rapidly being implemented. Most of the groundwork was completed in April. By July 1, personnel transfers are to be carried as far as possible, and reports are due in listing both progress toward compliance with the directive and problems that will need to be resolved in order to complete these transfers. The entire process must be completed by September 30th.

As of January 17, there were 1,853 people employed in regional offices, and 784 working in Washington. Based on these figures and the percent reductions required, the minimum number of positions affected would be 285 and the maximum would be 372.

The actual numbers will be lower, however, because of adjustments which will reduce the total number of those affected. These will result from a defining of field units to include parks, "centralized organizations providing direct and essential professional support", and external regional level programs providing direct assistance to states. Any employees in these three categories will not count toward regional or Washington FTE totals.

In his memo of March 25, the Director made clear his perspective on the ways in which these goals are to be accomplished: "I intend that the process be applied equitably across the system; that we use it to the fullest advantage to meet present and future management needs in the parks and the National Park System; and that we do it with the least possible disruption of the lives of NPS employees consistent with meeting our objectives."

Housing

George Gowans, chief of maintenance, and Pat Smith, acting quarters officer, have received a number of letters from Association members, and wish to thank all those who took the time to write to them. These letters have been revised for informational purposes, and will be used whenever possible to resolve problems or initiate program adjustments.

The proposed isolation adjustment program detailed in the last issue was submitted to the Department in late Winter, and, following some minor changes, an implementation of May 1 had been targeted. The Office of Management and Budget (OMB), however, has told the Service that these standards cannot be put into effect until the related guidelines in OMB Circular A-45 are revised. This revision will not be completed for at least six months, so the Universal Transportation Cost (UTC) standards will continue to apply in the interim.

The required occupancy certification and certification of need for housing reports were sent to the field this spring for review, comment and corrections. The former establishes which park residents should receive required occupancy, and the latter includes all requests for retention of quarters units. Once these are reviewed and approved by Washington, they will not again be reviewed for another six months.

The Departmental/Servicewide quarters inventory has been completed and included in the maintenance division's data program. Detailed information on housing owned and utilized by the Service is now available, and quarters officers will be kept posted on the information to be found therein.

The Department's quarters handbook is going to be revised, and field participation will be solicited. The first revised draft should be completed and ready for review soon.

If you want something addressed or would like to express your concerns about quarters, write to either your regional quarters officer or George Gowans, Chief, Maintenance Division (670), Washington Office.

Volunteers in Parks

A number of changes have been made in the Volunteers in Parks (VIP) program. Although the details of the official memorandum are too lengthy to report here, a summary of key points follows:

- the Service is no longer required to charge volunteers rent for occupying government-owned quarters, as had been previously ruled, and NPS-36 will be amended to reflect this change;
- virtually anyone can be a VIP, even if they are off-duty Park Service employees or people being paid by someone *other* than the Service—but individuals involved in SCA, YCC, Job Corps, and Student Volunteer Service are not considered VIP's;
- volunteers can be used in any part of park management, as long as they perform work that wouldn't otherwise be done due to personnel or monetary restraints or fees paid employees to do that work, and as long as paid employees are not displaced;
- volunteers should not be assigned duties that would qualify a paid employee for hazardous duty pay, unless they have proper training and qualifications—regional safety officers should be consulted with any questions on this aspect of employment;
- volunteers can handle government funds provided they are bonded, and a Service employee should collect excess funds frequently and have ultimate end-of-the-day accountability;
- volunteers should use government equipment, but may be reimbursed for lost, damaged or destroyed personal property used in official business, so long as the volunteer has written authorization to use that equipment;

- volunteers may not use any part of the official Service uniform, but must follow the standards for clothing, patches and identification tags established in the memo;
- volunteers may drive government-owned vehicles if they have a valid state license, and should have a government license as well—they may not drive law enforcement vehicles "if there is even a chance that the vehicle could be called into an emergency or law enforcement situation";
- Service employees can serve as VIP's only if performing different duties from those for which they are paid, and their relatives and family members may also volunteer provided that the regional ethics counselor is consulted if reimbursements are involved;
- VIP reports will be required only twice yearly, on October 15 and April 15.

For further information on these new policies, contact your regional VIP coordinator.

Uniforms

Roger Siglin reports that the regional uniform coordinators met in March at Santa Monica Mountains, but that most were only able to attend one day of discussion on uniforms before moving on to a meeting of regional chiefs of protection. As a result, few changes in the uniform system were recommended. Following are some of the major points covered.

The pros and cons of a washable alternative to the Class A pants was discussed. It was agreed that R and R should provide some samples of material that might be used for summer weight Class A pants for wear testing. After looking at the full range of options for winter weight pants, the group concluded that there was no reasonable alternative to the wool elastique.

Still unresolved is the question of what qualifies as personal protective equipment and can therefore be purchased with ONPS funds. Dick Wilburn, the Service's safety manager, and Linda Balotti, the Servicewide uniform coordinator, are preparing a new definition of personal protective equipment that should clarify the issue.

Wellington and hiking boots were considered for possible addition to the list of items stocked by R and R, but a decision was postponed until a policy decision is made determining what items are appropriate for inclusion in the Servicewide uniform system.

Items purchased through the uniform system from R and R are the personal property of the employee once he or she receives them, even though the government has paid for them. This resolves the question regarding whether seasonals could or should be required to turn in uniform items when terminating. Those items belong to the seasonal, even if they just received them.

A formal system will be developed which will allow all employees to submit proposed changes in uniform items.

Operations Management

Maureen Finnerty has passed along the following report on the Servicewide park operations meeting held between March 21 and March 25 at the Diamond X Ranch in Santa Monica Mountains.

All ten regions were represented by their associate regional directors for operations and their chiefs of ranger activities. Washington staff in attendance included the associate and assistant directors for operations and the staff from the Division of Ranger Activities and Protection (now the Visitor Services Division).

The wide-ranging agenda included review and discussion of revenue enhancement/fee strategies, use of the Land and Water Conservation Fund, administration activities (such as property management, and Inspector General and Government Accounting Office audits), updates of 36 CFR, law enforcement (including NPS-9 revisions), an overview of maintenance (including roads, quarters and visitor facility funds), the campground reservation system, operations evaluations (Southeast region's program), structural firefighting, case incident reporting, search and rescue, and air operations. The group reached a consensus on the need to follow up on a number of issues.

A structural fire work group has been established in Washington to develop Servicewide policy in this area. The group consists of members from the Divisions of Visitor Services, Engineering and Safety Services, and Park Historic Architecture. A final policy will be developed by November 15.

Information will be gathered for a mandatory health and fitness program which will include minimum standards for arduous/emergency activities. Standards will be broad-based for individuals working in one or more of the following areas: EMS, SAR, law enforcement (with commission), and structural and wildfire fighting. The target date for completion is December 31.

An in-place task force of field personnel will be established on search and rescue. They will look at the following: clarification of existing statutory authority, updating the NASAR (National Association for Search and Rescue) mission report and basic Service report forms, the feasibility of adopting a charge policy, need for revision of Service policy and for development of Servicewide guidelines, and liability for use of military aircraft and all types of voluntary personnel in SAR activities. The target date for completion is December 31.

Property management and internal control systems were examined, and it was emphasized that the Service must be proactive about property accountability of capital equipment, confiscated objects (weapons, vehicles, vessels and controlled substances) and other property. The regions must monitor to ensure control, and continual self-evaluation is a must. WASO will evaluate regional progress on this important issue by September 30.

OAS standards and procedures will continue to apply to aircraft operations without modification. Additional procedures will be developed for the Service, and a draft policy was to be ready by June 1.

Revenue programs were discussed, and guidelines and procedures to establish an expanded user fee program will be transmitted to the field no later than June 30.

Uniform standards and allowance authorization instructions will be updated and consolidated into a uniform guideline, which should be completed by July 15. As noted above, a draft guideline on personal protective equipment and safety equipment is in preparation; the report was to have been ready and available as of June 15. A system is also being developed to improve communications between WASO, regions and park areas on all aspects of the uniform program.

Draft policies and guidelines will be transmitted to field personnel for review and comment. For further information on any of these programs, please contact Tom Ritter by calling 202-343-3227.

NPS 9

The task force on revising NPS-9, the Service's law enforcement guidelines, reconvened at the Federal Law Enforcement Training Center in early May to go over the comments submitted from the field and elsewhere and incorporate them into the final draft. The new standards should be out to the field by late June.

In Print

This continuing section of the Newsletter contains brief reviews of articles and books of interest to Park Service professionals who often find they don't have time to keep up with all the periodicals of potential interest to them. If you see an article, please forward it to the editor for summation; if you find an interesting book, call and work out the timing for a review. Thanks this issue to Sarah Hubbell and Fred Szarka of Minute Man, Mike Panz of Delaware Water Gap, and Larry Points of Assateague for sending along articles. (Some will appear in the September issue).

Periodicals

The March *Backpacker* has a spirited discussion on development of the parks in separate articles by Gaylord Nelson of the Wilderness Society and Derrick Crandall of The American Recreation Coalition. Their comments are paired under the heading "Our Parks in Crisis: Does Development Mean Destruction?"

Nelson argues that the parks are so heavily used that they are in danger of being "overrun", and that the answer to the problem clearly "is not more concessions and more roads, but to expand the park system."

Other Federal lands are managed as resources, and the Park Service is the only government agency to have a strong preservation mandate. Yet visitation continues to climb—up 800 percent between 1950 and 1980 as opposed to a 56 percent population increase—and Nelson raises again the familiar point that we are being "loved to death." Part of the resolution between this preservation and use dilemma should be the further acquisition of park lands.

Although the Wilderness Society does not advocate the establishment of visitor use limits, he says, "we do not believe that the Park Service should limit the extent and nature of visitation to *key natural features, scenic areas, and backcountry destinations* in order to protect their unique natural values."

The parks should continue the policy of controlling use of the backcountry for overnight use, and should phase out development in important park areas. The Service must continue to combat external and internal threats to the parks by closely evaluating the potential impact of changes in use of Federal lands adjacent to parks before making any land management decisions.

"The very preservation of our National Park System is at stake today," he says. "A network of National Parks, designed to preserve the very best the land has to offer, is a uniquely American idea. If we pervert it, distort it, or abandon it now, we will disgrace our past, and imperil our future."

Crandall sees the same problem of threats to the parks in a different light. He agrees that the system is being threatened, thereby "requiring the action and support of the millions of individuals and thousands of organizations concerned about the future." But he sums up the task thusly—"we must preserve and protect our National Parks, yet at the same time let as many people as possible visit them."

He sees the most critical problem as one of adequate funding for facilities, acquisitions and increased employee salaries. Fiscal realities, though, strongly suggest that the Service's budget will not be substantially increased, so money for land purchases will necessarily be in short supply.

This, in turn, inevitably means higher visitation in the same number of parks, and more strains on the system. But Crandall says that "freezing, or even reducing, the number of permitted park visitations . . . (is) not the answer at all."

There are two alternatives, he says—adaptation of "a management policy that encourages spreading out visits physically and seasonally" and "development—providing the infrastructure, if you will, that will temper user impact on the parks."

Concerning the latter, he notes that Jack Anderson, retired superintendent of Yellowstone, praised its extensive road system because about 90 percent of the park's visitors never went further than a quarter mile from it. Yet the roads covered only one half of one percent of the park's lands. In this way, the remaining area was protected.

Regarding the former, Crandall holds that encouraging in-season visitation to lesser known parks and off-season visitation to better-known parks will help reduce visitor impact substantially. He also suggests that information about the Wildlife Refuge and National Forest systems need to be more widely promoted.

"In a sense, what we're saying is that after more than a decade of focusing on resource *protection*, NPS is now getting more interested in assuring quality visitor *experiences*," he says. "We must divide the pie to suit everyone's best interests. We can't lock people out, since the parks are designed *for* people."

Crandall also has some ideas for increasing revenues. In order to stretch the budget, he says that privately-run concessions "could provide necessary services to park visitors while reducing the number of salaried park employees and lowering maintenance costs." Visitor use fees should also be implemented, with provisions made for their direct return to the park's operating budget. Ditto for donations.

"Through organization and leadership of those who care about our parks," he says in conclusion, "the National Park Service can overcome the challenges it faces, and will preserve our national commitment to live in harmony with nature."

The April issue of *Outside* has three pieces that deal directly or indirectly with the Service. Larry Points of Assateague says that the issue was of such general interest that the one copy available "is now thumbworn after making the rounds."

An article by David Schonauer entitled "The BASE Case" talks about the new sport of "fixed-object jumping", which entails leaping from fixed objects, then parachuting to the ground. Yosemite is a favorite location for this, particularly from Half Dome and El Capitan, and seven injuries and a death have since resulted. Another jumper died in the Black Canyon of the Gunnison. The article examines both sides of the issue, and focuses on Park Service attempts to control illegal jumping at Yosemite.

"Searching For Ancestors" by Barry Lopez is a beautifully written and evocative article on the prehistoric Anasazi and alludes to a half dozen park units in the Southwest which preserve remnants of their culture. It examines the problems archaeologists have had in determining the basic nature and outlook of these people, and some of the lessons that have been learned. It also talks about the Service's efforts to preserve these fragile remnants in the face of contemporary pressures. This is must reading for anyone who has worked in or knows or cares about these parks.

And, finally, Dennis Hanson's "Marijuana's Violant Land", subtitled "Losing control of the wilderness to a new big business", is a report of the phenomenal growth in the use of public lands for marijuana farming and the related increase in violence by growers against all interlopers—including rangers. There's serious and widespread cultivation now going on in 18 states (it's now California's number one cash crop), with "as much as 50 percent" grown on public lands. Although most is grown on Forest Service and BLM land, it would behoove backcountry rangers to familiarize themselves with this problem, as growers are now using everything from tigers and Dobermans to dynamite and AK-47 assault rifles to defend "their" turf.

As Hanson notes, "having a wilderness experience is taking on a new meaning."

Rangers In Fiction

In the last issue, the Newsletter began this section with a look at how rangers were characterized in Richard Bradford's *So Far From Heaven*. This time around the focus is on another novel which takes place in the Southwest—Edward Abbey's famous/infamous (depending on perspective) *The Monkey Wrench Gang* (Avon Books), which tells the story of four ecoteurs (i.e., ecological saboteurs) attempting to check the March of Progress in the Four Corners area via all means short of injury to humans.

The passage excerpted below takes place in a campground in a Southwestern park. Two of the foursome are settling in for the evening following a hard day's work, when they are confronted with a suspicious ranger:

"The nice ranger had a few questions. 'You folks enjoying your visit to Navajo National Monument?' Firelight glimmered on his honest, handsome, thoroughly shaven young face. He looked as a park ranger should look: tall, slim, able, not too bright.

'Excellent,' said Dr. Sarvis. 'Excellent.'

'Where are you people from, if I may ask?'

Doc thought quickly. 'California.'

'We get a lot of people from California these days. What part of California?'

'Southern part,' Bonnie said.

'How about a drink, Ranger?' Dr. Sarvis said.

'Thank you sir, but I can't drink on duty. Very kind of you to offer. Noticed you car has New Mexican plates, that's why I asked. I went to school in New Mexico.'

'Is that so?' Bonnie said. 'My husband and I live there now.'

'Your husband's a doctor?'

'Why yes, as a matter of fact he is,' Bonnie said.

'Saw the caduceus on the car. I was premed myself for a while but the biochemistry was too tough for me, so I switched to wildlife management and now I'm just a park ranger.'

'That's all right,' said Doc, 'There is a place for everyone, however humble, in the general scheme of things...'

The ranger fiddled with his iron-brimmed Smokey-the-bear-style ranger hat . . . He smiled sweetly; he had straight white teeth, pink and healthy gums. The flicker of firelight danced on his firmly knotted necktie, his brass insignia, his gold-plated ranger badge, the burnished nameplate over his right breast pocket: Edwin P. Abbott, Jr."

The discussion eventually leads to a request from Ranger Abbott to see the contents of their vehicle. The pair demur, asking to see a warrant, and the conversation continues concerning legal logistics in remote areas:

"The ranger pulled a portable battery-powered radio-telephone from the case on his belt. Where he also carried his can of Mace and a five-celled flashlight. (Not too good for the kidneys, Doc noted.) 'If you wish,' he said, 'I'll go ahead and see about getting a warrant. Of course I'll have to detain you while we're waiting.' He extended the telescoping antenna.

'Where do you get a warrant?' Doc asked.

'Since this is U.S. Government property we fall under the jurisdiction of the nearest Federal district court, which happens to be in Phoenix.'

'You're going to wake up the judge?'

'He's paid forty thousand a year.'

'I thought this was a national park,' Bonnie said.

'Strictly speaking, a national monument. Like Death Valley or Organ Pipe. There's a technical difference.'

'But anyway it's the property of all Americans,' Bonnie said.

The ranger hesitated. 'Technically speaking, that is correct.'

'So,' Bonnie pursued, 'this place is really a people's park. And you're going to search our car in a people's park.'

'It's not a people's park, it's a national park.'

'You ought to be ashamed of yourself.'

The ranger blushed. Then he scowled. 'Well, I'm sorry but I have to do my duty. Since you refuse permission to search your car I'm going to get a search warrant.' He raised the walkie-talkie to his lips.

'Wait a minute,' Doc said. The ranger waited. Doc said, 'How long is this going to take?'

'How long?' The ranger did some computation in his head. 'If they bring the warrant up by car it will take about eight-ten hours, if the judge is home. Only an hour or two if they fly it up.'"

In the end, the couple relent, and the ranger conducts an amusing and unproductive search. More than that, we're not going to tell; you'll have to read ex-ranger Abbey's book.

If anyone else knows of any other fictional characterizations of rangers, preferably of a more charitable nature, please get in touch with the editor.

Patty Scott

Ranger Abbott declines Doc Sarvis' offer of a nightcap.

Communicating For, About And With Park Rangers

Bill Halainen, Minute Man

It is somewhat ironic that, even in this era of near instantaneous global telecommunications and networks of interlinking computers, we sometimes seem to communicate with each other in a fashion as haphazard and fragmented as that of our ancestors.

The reason for this seems to be, at least in part, that the wide variety of modes available for passing on information and the increasing complexity of society make it difficult to devise any sort of simple, centralized system for dissemination of clear, timely, accurate information.

The Park Service, with its 330 plus units spread from Acadia to Guam and Gates of the Arctic to the Virgin Islands, is particularly vulnerable to this sort of problem. Although we often rightly refer to ourselves as a family, we just as often seem to communicate with each other as if we're in-laws who are no longer on speaking terms.

This is certainly not to suggest that successful efforts haven't been made to pass on useful information to people in the field.

The Courier, as the Service's official house organ, has for years kept people in touch with events in the parks, employee movements and activities, and news of happenings throughout the system. *Feedback*, the informative compendium of newspaper and magazine articles on the Park Service produced by WASO, circulates to all the parks. And other fine Service or Service-related publications, such as *Park Science, Grist,* and the late *In Touch*, address themselves to particular professions within the Park Service.

But the fact remains that much of the remaining information that gets out to rangers in the field arrives indirectly, irregularly, and, all too often, gets garbled in transmission.

Memos, guidelines and minutes of meetings are circulated in widely varying manners, so that large segments of the Service often hear about programs or policy changes indirectly or not at all. More often than not, the awesome Park Service grapevine is the actual medium of transmission, and the rapidity with which news gets around is not matched by accuracy of reporting. Sometimes the indispensible xerox machine is used to supplement word of mouth, but, by the sixth or seventh re-copying, original documents become a little hard to decipher.

Many rangers, therefore, supplement their diet of in-house information with a good deal of general and professional outside reading. Publications like *National Parks* and those put out by other conservation organizations sometimes provide more news on what's going on in the Service than any other source. And virtually everyone keeps tabs on his or her own profession through appropriate publications, such as *Response!* for those in search and rescue and *The Interpreter* for interpreters.

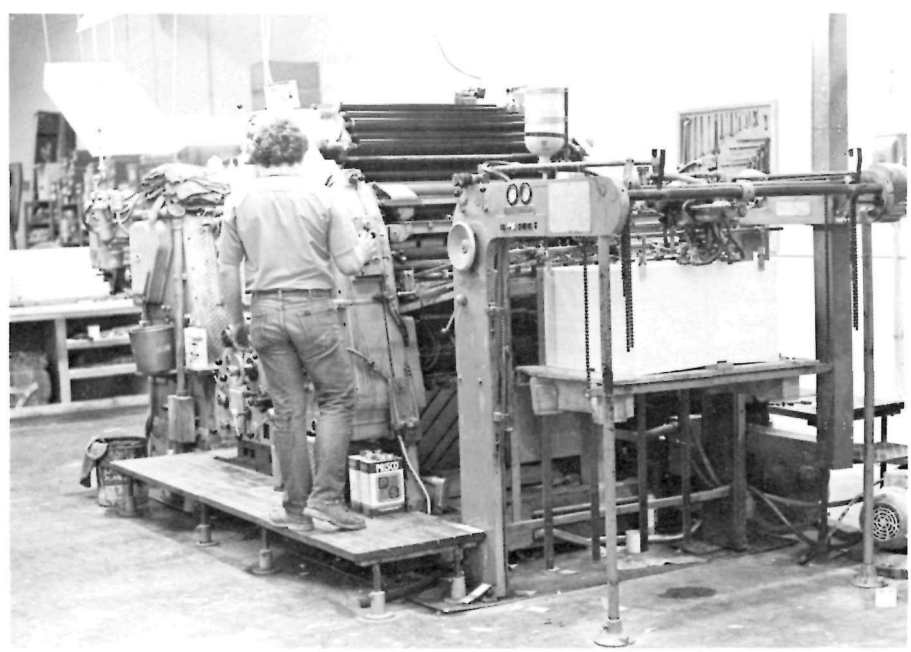
Nonetheless, rangers frequently have talked about the need for a publication that would present and clarify programmatic and policy directives coming from management, news of ranger activities, and overviews of significant trends in the Service's various professions. In short, a *ranger-oriented publication*.

That is a goal that the Association has established for this Newsletter, but not in an effort to pre-empt other publications or duplicate their efforts.

It is indisputable that, for instance, *Courier* is the acknowledged place to check on park events and employee actions, and that *Feedback* and the environmental journals have a good handle on news of the parks themselves. The intention is that this Newsletter *supplement*

Bill Halainen

Producing the Newsletter—computerized typesetting (above) and print run (below) at Concord Press.



these efforts in another effort to meet the Association's constitutional directive to support management.

This Newsletter is now in its fifth year and eleventh issue. Since its inception, it has been a place where *both* Association business and overall National Park Service issues have been discussed at length. With the active support of the president and board of directors and the increased funding available due to a healthy rise in membership, the money and impetus is now present for the further upgrading of the Newsletter and its gradual transformation into the publication that so many have envisioned.

The present plan is to continue the Newsletter as a quarterly publication from 16 to 24 pages in length, depending on budget and input. The discussion on philosophic approach and internal format continues among board members and interested parties, and membership comment is actively sought. Workshops on the Newsletter will be held at Las Vegas with that intent in mind. There already is substantial agreement on direction, though, and the time is at hand to bring this to the general attention of members.

The backbone of editorial policy is the "Purposes and Objectives" statement found in Article 1 of the constitution: "The ANPR shall be an organization to communicate for, about, and with Park Rangers; to promote and enhance the Park Ranger profession and its spirit; to support management and the perpetuation of the National Park Service; and to provide a forum for social enrichment."

The primary commitment of the Newsletter, therefore, is to communications centering on the ranger and his or her professionalism and morale, and the second is to support management and the parks.

This dual commitment is the basis of the three-part focus of the Newsletter: news and reports from Washington and the field on activities that have a bearing on the lives of many or all rangers; summaries of Association activities, work group and regional reports, and social events, particularly regarding the Rendezvous; and features on the significant trends, new ideas and evolving philosophical perspectives associated with each of the skills rangers perform.

The objective is to have a rough balance of material in each of these areas presented in a recognizable and repeated format from issue to issue. This has led to the development of a number of regular (so far) sections, designed to accomplish the following:

- "Washington"—The summation and presentation of new policies and programs being implemented by WASO, and information of what's currently going on concerning areas of particular ranger interest, such as housing and uniforms.
- "In Print"—The summation of articles of consequence to rangers, culled from periodicals, and reviews of books dealing directly with our profession.
- "Field Reports"—Short articles on new, innovative or generally informative activities on all aspects of our profession, submitted by rangers in the field.
- "Association Notes"—Reports on all activities initiated by the Association or its members relating specifically to ANPR itself.
- "Regional Rep Reports"—Summaries of Association activities in each of the Service's ten regions, as submitted by the elected regional representatives.
- "Work Groups"—The current workings or findings and recommendations of the work groups established by the president to provide Association input to management concerning particular problems.
- "Commentary"—Provocative comments on the ranger profession by knowledgeable people from outside the Service, particularly concerning directions and philosophic perspectives.

As time goes on, these sections may change, grow or be deleted, as conditions and interests dictate, but the general three-part orientation should remain the same. Besides the sections noted above, there will also be room in the Newsletter for letters from members, humorous and general interest articles, some advertising, and regular messages from the president on the state of Association affairs.

The success or failure of the Newsletter is tied directly to the support of its members and other interested contributors. That it can be an all-volunteer production and still come out as a regular, quality publication is a tribute to the willingness of rangers with already heavy workloads to put in time and effort on behalf of the Park Service. Between 75 and 100 people have materially assisted in the production of the last three issues, either through submission of articles or illustrations, development of ideas, provision of logistical support, or passing on tips on articles to be read, stories to be checked on and so forth.

Continued on next page

Guidelines For Contributing

Articles

Articles submitted need to fit the philosophy, space limitations and editorial balance of the Newsletter. Because of this, it's best to get in touch with the editor *before* laboring over a piece that may not be right for our current needs. You can get a pretty good idea of the types of stories and informational items being sought by looking at past issues. Details concerning appropriateness, focus, length, style and timing can then be worked out. Editing is usually necessary, but is kept to a minimum. The president is the final authority on all editorial decisions.

The actual writing of an article can be a laborious and somewhat intimidating process, particularly if you haven't done one before. It need not be that difficult. All you have to do is write clearly, simply, logically and concisely. Write as if you're writing to an interested but uninformed friend.

One typed page—margins 80 characters apart and 27 lines long—equals about eight inches of type in the Newsletter (there are 30 inches on each page). All entries other than pre-arranged features should be kept relatively brief, using this guideline.

Illustrations

If you have a good 35 millimeter camera and some skill in using it, you might take the photo yourself, or find a friend who could do so. There may be files or archives in your park from which photos can be borrowed. If neither of these options is available, call ahead of time and arrangements will be made for an illustration, if needed.

There are several important things to remember when taking and/or submitting photos:

- send a variety of shots so that a selection can be made to fit design and layout needs;
- provide captions for each which tell who, what, why, when and where;
- include the full name of the photographer;
- use black and white film and send either 5x7 or 8x10 glossies (if you have color slides, they can be used, but it's a bit expensive to convert them to black and white photos);
- compose the photo so that it is lively, natural, well-lit and active.

These same criteria apply to submissions of drawings or diagrams. These in addition should be cleanly and darkly lined in black ink for optimum reproduction.

There are a number of ways to contribute. Work group leaders and regional representatives submit their reports for each issue, and invariably seek membership comments and input into their activities. Field reports on topics of wide and general interest to rangers should be sent to the editor. Suggestions for book reviews and forwarding of interesting articles are welcome, as are ideas for lengthier features. Artists and photographers can send in their names, samples of their works and summaries of photos or illustrations already in their files that might be quickly available if needed for illustrating an article. Contacts are needed in various offices, particularly in Washington, who can clarify directives and answer questions that come in from the field. Letters to the editor, particularly regarding issues brought up in articles, are also welcome.

Specific guidelines for submissions are to be found in the adjacent article, but there are three larger philosophic guidelines that precede them in importance—that articles should be of the broadest possible interest and most direct consequence to many or all rangers, that they should be positive and constructive in tone, and that they should be concerned either with professional news or ground-breaking ideas, trends, programs or practices.

With popular support from rangers in all phases of park operations, rigorous quality control and adherence to guidelines, and continued Association backing, the opportunity presents itself for the development of an interesting, informative publication of real consequence to rangers—a publication that will also support management through clarification of policies and improvement of morale. The Newsletter could join other Service and non-Service publications in providing the completest information possible to the most people possible.

And why stop there? Clear communication is so critical to all aspects of Service operations that there is still room for further action. Why not more newsletters like the *Archaeological Interpreters Exchange* (see "Field Reports") for the improvement of morale and dissemination of information in areas with natural affinities to each other (i.e. Civil War parks or parks with caves)? Why not an interlinked network of home computers, as will be discussed in a future article, for the rapid exchange of news or critical information at the field level? Why not a work group to look into ways to help management improve and standardize the distribution of memoranda to the field?

These are just a few of the possibilities that lie ahead. If we can all work together through this Newsletter and other Service publications, we can strengthen both the profession and the Park Service, and, as a byproduct, restore some of the sense of family and mission lost in recent years.

Mars National Monument

Is there one of us who hasn't at some time speculated, perhaps over a beer or two, about what sorts of parks rangers in the future will be administering? It's safe to assume that someday there'll be a Ronald Reagan Birthplace or perhaps a Great Basin National Park, but what about the distant future?

Maralyn Vicary-Diddams, an artist from Toronto and a lover of America's parks, recently displayed the painting below in a show on volcano art at Hawaii Volcanoes. In it, she postulated the existence of Mars National Monument, a rather sizable unit in a park system of the next millenium.

"The painting shows a park ranger of the future posing for a photo beside the park sign at the summit of a Martian volcano," she writes. "The little rocket and stylized arrowhead logo on the sign is a futuristic version of the arrowhead-and-pinetree used on today's park signs."

"I originally had the inspiration for this painting as a result of the numerous trips to the national parks in the United States that I accompanied my family on," she continues. "I have many fond memories of the spectacular parks, and of how my father always made us pose in front of every park sign for a picture. As an adult, I began to realize that as we travel to and colonize other planets, there would eventually be the need to establish something similar to the U.S. national park system to preserve the natural wonders of the new worlds."

Maralyn is a member of a group of space artists who met at Hawaii Volcanoes because of its presumably favorable resemblance to similar volcanoes on Mars. This summer, the same group will meet in Death Valley for the same purpose.

"Generally we spend most of our first week (at a location) hiking around the area, learning the geology, seeing the sites, and making comparisons between what we see in the park and what might be found on other planets," she says. Following these are other activities, including sketching and painting, and a final art show, this year's to be held at Death Valley's Visitor Center.

"I suspect our work will be featuring space pictures of planets like Mars or Io, where canyons, sand dunes, and salt, sulphur and sodium deposits are found," she says. "In other words, the paintings we exhibit will reflect the analogs we find between Death Valley and landscapes found on other planets and moons in our solar system."

Maralyn Vicary-Diddams

Mars National Monument Sub District Ranger poses before park sign in new Class A uniform.

Results Of Association Surveys

Office Of Personnel Management Park Technician Registers Survey

Jim Tuck, Cabrillo

Yes, it's true that the system is changing, that some day there will be no park technicians and that in some regions there are already none, but in the meantime, a little information on gaining permanent status as a technician is better than none.

In an attempt to help seasonals gain such status, the Association recently conducted an extensive survey of park and regional office personnel staffs to determine how and when registers open, which Office of Personnel Management (OPM) offices handle which parks, and what types of advice could be offered to those attempting to move into permanent positions in the Service.

Of the 270 surveys sent, 125 parks responded. Six of the ten regional personnel offices also offered information. In addition to the listing of OPM offices to try for an open register, a number of suggestions and comments were made by personnel people.

We apologize that the listing is not complete, but, because of incomplete survey responses, this is the best we have. One thing clearly pointed out by this survey is that there is no consistency regarding hiring among regions or OPM offices, so the times seem right to speak to trying every avenue available and hoping for the best.

Some Comments And Suggestions From Personnel People

The following are comments culled from the responses returned. They show a wide variance in opinions; those of particular interest are italicized:

" . . . I have drawn the conclusion that the 025-026 fields are very competitive."

"Wait five years."

"Go and talk to NPS personnel until you find one that is friendly and helpful then ask them for advice."

"I am a firm believer that all entry-level positions should be in a big area . . ."

"Expect to start in a small park."

"The system is too complicated and changes so often that it takes specialists in the regional office to explain the procedures."

"People should be aprised of the difficulties that will be encountered because of the scantity of positions."

". . . develop a reputation for excellence. Let people know you are an outstanding employee and they will speak out for you at the right time."

"Because of the competition, individuals seeking NPS employment should be encouraged only if they have had seasonal experience and excellent evaluations."

"Good luck."

"Consider positions in the 'horrible east.'"

"Certain registers—Philadelphia, New York, Chicago—are open more frequently."

"Get lots of seasonal and VIP experience."

"Pursue administrative positions and positions in other agencies to gain 'status'."

"Be aggressive in pursuing opportunities."

"Be flexible with regard to what you will accept (location & position)."

"Patience. Be persistent."

"Send postcards to all Federal Job Information Centers on a regular basis to seek open registers."

"Join public speaking organizations like Toastmasters."

"Talk to NPS personnel people and all other staff members: Superintendent, division chiefs."

"WORK HARD on your 171 and be prepared to send one at a moment's notice."

"Get your name on as many registers as possible, especially in less-populated states."

"Educate yourself about various appointing authorities."

"Apply, apply, apply."

"Obtain a diverse experience background."

"Read NPS Management Policies, guidelines, etc."

"Establish a good networking system for sharing information about upcoming vacancies."

"Follow up on your non-selections to find out what you are missing."

"Keep in touch with NPS regional offices."

"Do a good job on your SF-171s—accurate and complete. Don't exaggerate, yet don't be modest."

OPM Offices Maintaining Registers

The offices listed below were identified by Survey responders as offices which maintain registers for 026 (technician) positions. Those with asterisks were considered as best bets for finding open registers:

ALABAMA
Huntsville
Southerland Building
806 Governors Drive NW, 35801
(205) 453-5070
All parks in Alabama

ALASKA
Anchorage
Federal Building & U.S. Courthouse
701 C Street, Box 22, 99513
(907) 271-5821
All parks in Alaska

ARIZONA
Phoenix
522 North Central Avenue, 85004
(602) 261-4736
All Arizona parks
and Lake Meade, Nevada

ARKANSAS
Little Rock
Federal Building, Room 1319
700 West Capitol Avenue, 72201
(501) 378-5842
All parks in Arkansas

CALIFORNIA
Sacramento
Federal Building, 650 Capitol Mall, 95814
(916) 440-3441
All California parks and
Lehman Caves, Nevada

COLORADO*
Denver
1845 Sherman Street, 80203
(303) 837-3506
All parks in Rocky Mountain Region

FLORIDA*
Orlando
80 North Hughey Avenue, 32801
(305) 420-6148
Biscayne, Gulf Islands (Florida),
DeSoto, Canaveral

GEORGIA
Atlanta
Richard B. Russell Federal Building
75 Spring Street SW, 30303
(404) 221-4315
All parks in Georgia

HAWAII*
Honolulu
Federal Building, Room 1310
300 Ala Moana Boulevard, 96850
(808) 546-8600
All Hawaii parks and Guam

ILLINOIS
Chicago
Dirksen Building, Room 1322
219 South Dearborn Street, 60604
(312) 353-5136
All parks in Illinois

INDIANA
Indianapolis
46 East Ohio Street, Room 123, 46204
(317) 269-7161
All parks in Indiana
KANSAS
Wichita
One-Twenty Building, Room 101
120 South Market Street, 67202
(316) 267-6311
All parks in Kansas
KENTUCKY
Louisville
Federal Building
600 Federal Place, 40202
(502) 582-5130
All parks in Kentucky
LOUISIANA
New Orleans
F. Edward Herbert Building
610 South Street, Room 103, 70130
(504) 589-2764
All parks in Louisiana
MASSACHUSETTS
Boston
3 Center Plaza, 02108
(617) 223-2571
All parks in Massachusetts
MICHIGAN
Detroit
477 Michigan Avenue, Room 595, 48226
(313) 226-6950
All parks in Michigan
MINNESOTA
Twin Cities
Federal Building
Fort Snelling, Twin Cities, 55111
(612) 725-3355
All parks in Minnesota
MISSISSIPPI
Jackson
100 West Capitol Street (Suite 102), 39201
(601) 969-4585
All parks in Mississippi
MISSOURI
St. Louis
Federal Building, Room 1712
1520 Market Street, 63103
(314) 425-4285
All parks in Missouri
NATIONAL CAPITAL REGION*
National Park Service
1100 Ohio Drive SW
Washington, DC 20242
(202) 426-6654
All parks in National Capital Region
NEW JERSEY
Newark
Federal Building, 970 Broad Street, 07102
(201) 645-3673
All parks in New Jersey
NEW MEXICO
Albuquerque
Federal Building, 421 Gold Avenue SW, 87102
(505) 766-2557
All parks in New Mexico, and Southwest Region parks in Arizona
NEW YORK
New York City
Federal Building, 26 Federal Plaza, 10007
(212) 624-0422
All parks in New York
NORTH CAROLINA*
Raleigh
Federal Building, 310 New Bern Avenue
Box 25069, 27611
(919) 755-4361
All parks in North Carolina
OHIO
Dayton
Federal Building Lobby
200 West 2nd Street, 45402
(513) 225-2720
All parks in Ohio
OKLAHOMA
Oklahoma City
200 NW 5th Street, 73102
(405) 231-4948
All parks in Oklahoma
OREGON
Portland
Federal Building, Lobby (North)
1220 SW Third Street, 97204
(503) 221-3141
All parks in Oregon
PENNSYLVANIA
Philadelphia*
William J. Green, Jr. Federal Building
600 Arch Street, 19106
(215) 597-7440
Valley Forge, Independence, Assateague
Pittsburgh
Federal Building, 1000 Liberty Avenue, 15222
(412) 644-2755
New River Gorge, Allegheny Portage, Johnstown Flood, Gettysburg
PUERTO RICO
San Juan
Federico Degetau Federal Building
Carlos E. Chardon Street
Hato Rey, PR 00918
(809) 753-4209
All parks in Puerto Rico and Virgin Islands
TENNESSEE
Memphis
Federal Building, 167 North Main Street, 38103
(901) 521-3956
All parks in Tennessee

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Never Summer was formed by two park rangers tired of paying inflated prices for protective weather gear. The primary clothing line consists of fleece jackets and pants, polypropylene underwear and sweaters, and Goretex jackets and pants.

In addition to discount prices offered to ANPR members, Never Summer will make a yearly donation to the Association based upon the fleece jacket sales. When ordering, please include your ANPR membership number (found on your mailing label).

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SRS
Box 67
Moran, Wyoming
83013
Phone (307) 543-2335, Evenings

TEXAS
Dallas
Room 1C42, 1100 Commerce Street, 75242
(214) 749-7721
Padre Island, Lake Meredith
El Paso
Property Trust Building, Suite N302
2211 East Missouri Avenue, 79903
(915) 543-7425
Chamizal, White Sands
Houston
702 Caroline Street, 77002
(713) 226-5501
Big Thicket, Padre Island
San Antonio
643 East Durango Boulevard, 78205
(512) 229-6600
Amistad, Big Bend, Fort Davis, Lyndon B. Johnson, Guadalupe Mts.
VIRGINIA*
Norfolk
Federal Building, Room 220
200 Granby Mall, 23510
(804) 441-3355
All parks in Virginia except those in National Capital Region
WASHINGTON*
Seattle
Federal Building, 915 Second Avenue, 98174
(206) 442-4365
All parks in Washington
WISCONSIN
Milwaukee
Plankinton Building, Room 205
161 West Wisconsin Avenue, 53203
(414) 244-3761
All parks in Wisconsin

A number of OPM offices were not identified in the survey, but may have registers for parks. You can obtain a copy of the "Federal Job Information Centers Directory" from one of the offices listed for a complete listing of all offices.

Successful register seekers seem to band together in a group to write monthly postcards to the offices they're interested in. Another approach is to call or write each regional office monthly, as many of them are aware of the vacancies and open registers in their areas. Persistence seems to pay off.

Superintendents' Background And Qualifications Survey

Jim Tuck, Cabrillo

Response to the "Survey of Superintendents' Background and Qualifications" was good. The 140 useable responses—a 53% return rate—produced the following statistics. We appreciate the time and effort that superintendents gave to the project and hope that the information is useful to members and others with an interest in these management positions.

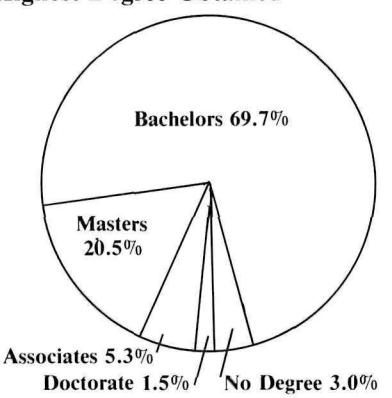
Present GS Or GM Level And Age

GS/GM Level	Average Age	Median Age	Age Range	Number of Responses
15	50.9	50	39-65	13
14	49.2	50	39-60	20
13	47.3	47	40-61	29
12	47.3	47	36-63	34
11	42.6	43	31-57	36

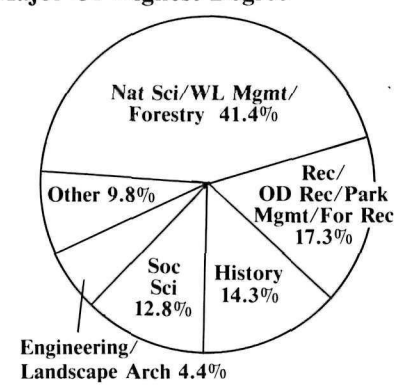
First Superintendency Level And Age

GS/GM Level	Average Age	Median Age	Age Range	Number of Responses
15	38	38	38	1
14	43.4	41	37-58	9
13	43.3	43	33-53	22
12	39.8	39.5	32-48	26
11	37.0	36.5	28-55	62
9	36.7	36.5	31-40	10

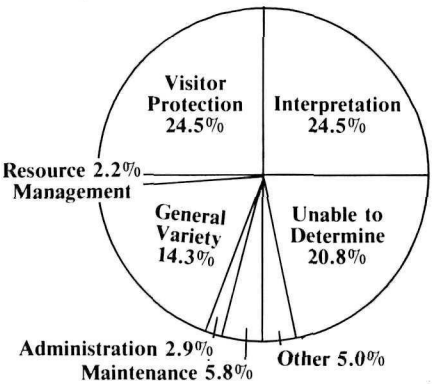
Highest Degree Obtained



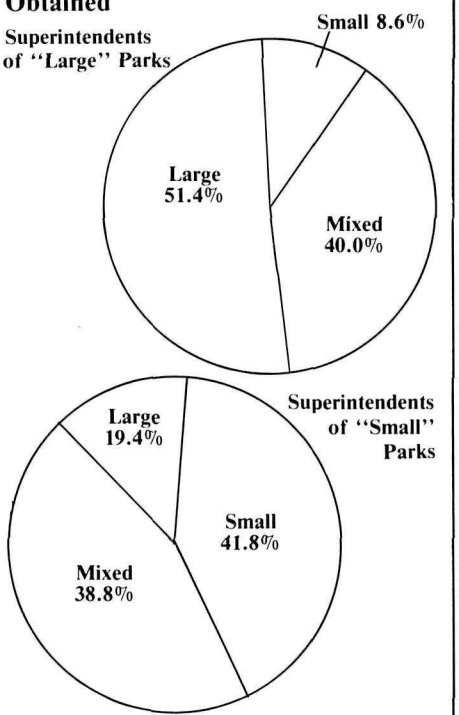
Major Of Highest Degree



Field Of Most Pre-Superintendent Experience



Size Of Parks Where Most Pre-Superintendent Experience Obtained



Additional Information About Current Superintendents:

Sex:
Male = 93.9% Female = 6.1%
Race:
White = 97.6% Asian = 1.6%
Black = 0.8%
Marital Status:
Married = 88.4% Not Married = 11.6%
Veteran Status:
Veteran = 63.0% Not Veteran = 37.0%

Obviously, there is some uncertainty built into a survey with a 53% response rate. One can only speculate as to why some responded and some didn't, but the sample should be large enough to give useful information. It's been a strong belief for some time that because of the curiosity about just such information, that inherent curiosity alone is reason enough to compile and publish it. Hope that someone finds it interesting.

Field Reports

This continuing section of the Newsletter will present short reports on field activities in protection, resource management, interpretation and other direct, front line activities. If you have something you think worthy of inclusion, please contact the editor. Entries should be informative and of *broad and direct* interest to rangers in many or all units of the system.

Protection

Management of Dignitary Visits Via Incident Command System

Visits to national park areas by dignitaries, presidents and heads of foreign countries have been occurring at least since 1903, when President Theodore Roosevelt visited Yosemite. These visits have generally been managed by local park officials with input from regional and central office staffs. General security, operations, logistical support, and coordination with the Secret Service have traditionally been performed by Park Service rangers.

The overall management of these events has generally resulted in tight, well-organized visits. However, planning has occasionaly been less than thorough, and visits less than smooth. A management system similar to that used in wildland fire has been developed that can help bring order out of chaos and insure that any dignitary visit managed by qualified rangers will be well coordinated and efficient, with effective communications and adequate supplies and manpower. Key planning elements will be completed in advance and the visit will be ultimately successful.

The basic support structure is provided by the National Interagency Incident Management System and the Incident Command System, which, from an operational perspective, are essentially the same thing. These systems evolved from a need to integrate a variety of jurisdictions and operations into an effective emergency force, originally in response to wildland fire in Southern California. The principles remain the same, though, in a variety of situations, and are equally effective in managing a wildland fire, search and rescue operation, flood, earthquake or fire emergency—or a dignitary visit, such as Queen Elizabeth's recent trip to Yosemite.

By establishing an Incident Command System (ICS) overhead team well in advance of a dignitary visit, a park manager can be assured that all the necessary functions and responsibilities are accounted for and are fulfilled.

Under ICS, the following jobs will generally need to be filled:

- Incident Commander—Overall in charge of the operation and under the direction of the superintendent;
- Operations Chief—Responsible for all units in the field, including Special Events Team (SET);
- Plans Chief—Formulates all plans for all predictable or possible events;
- Logistics Chief—Provides all services, facilities and equipment;
- Finance Chief—Handles all financial matters;
- Secret Service Liaison—Performs all coordination with Secret Service and other security agencies;
- Public Information Officer—Coordinates all media information;
- Crowd Control Officer—Responsible for training and organizing for all necessary crowd control activities;
- Safety Officer—Responsible for safety matters;
- Maintenance Specialist—Responsible for maintenance needs;
- Communications Specialist—Responsible for radio and telephone needs;
- Motorcade Commander—Oversees and coordinates motorcade operations;
- Legal Office—Advises on all legal matters; and
- Air Operations Officer—Coordinates helicopter and fixed wing operations.

The first seven positions (through Public Information Officer) would be used in almost all situations; the others as needed. The positions should be assigned and in place four to six weeks in advance of a visit. As the visit nears, other positions will be filled as needed to perform specialized functions. At one week prior to the visit, all positions should be filled and in place at the site.

It is important to remember that all units assigned to the visit are under the direction of the Incident Commander. There are no independent operations. Training for such matters as crowd control, horse patrol, surveillance teams, air operations and other units should begin no later than one week prior to the visit. All staff should be on site, trained and briefed no later than two days prior to the event.

This type of organization, filled with qualified Park Service rangers, will assure the area manager that a dignitary visit will go reasonably smoothly.

Steve Hickman
Yosemite

New MILES Range

Forty-four rangers got some special hands on experience in a new range course during Southwest region's 40-hour law enforcement refresher training in April. They were given the opportunity to run the MILES (Multiple Integrated Laser Engagement System) course developed by Sandia National Laboratories, a Department of Energy contractor at Kirkland Air Force Base in Albuquerque.

Mike Dixon

Incident command system at work—Queen Elizabeth's motorcade departing Yosemite Valley with ranger escort last March.

The course wound 300 meters up a rocky arroyo with hundreds of hiding places for potential "assassins"—sophisticated targets that talked, shot back with special lasers, went down to reload, and fell when hit. Each participant was fitted with a special harness equipped with sensors that detected the laser shot from the targets. Different signals indicated a "near miss" or a "kill", so participants would know from the sounds when they were under attack. Each ranger carried a conventional revolver specially modified to shoot a blank and a signal that could be picked up by the target. Scores were based on time completed, number of "kills", and number of times the participant was "killed".

The class also participated in an indoor building search against live adversaries. Teams of two wore special glasses to simulate darkness as an addition to the sensor harnesses. An abandoned army barracks furnished to simulate offices was the scene of the search.

The majority of participants felt that this training was very beneficial. Most felt that the Service should investigate setting up this course at FLETC, as it would fill a much needed training not found in most Park Service law enforcement courses.

Specific information about the course and the contacts at Sandia Laboratories can be obtained from course coordinator Bob Brantley, Bandelier National Monument, Los Alamos, New Mexico 87544, (505-672-3861). Or get in touch with Capt. Earl Hill, US Park Police, Southwest Regional Office.

Ann Rasor
Pecos

Protection Field Evaluations

Southwest regional office staffers are developing a formalized evaluation process for field protection activities, which, it is hoped, will be result-oriented rather than process-oriented. Evaluations by WASO or regional staffs too often look only at the quality of paperwork or administrative processes, and not at whether any useful field work is being done. The evaluations will give particular attention to how well park resources are being protected, how well the public is being served, and how interpretation and protection activities relate to each other. This region is proposing to combine interpretation and protection into one division at the regional level to emphasize the need to more fully integrate the two functions at the field level.

Roger Siglin
Southwest Regional Office

Interpretation

Archaeological Interpreters Exchange

A group of interpreters from archeologically oriented parks, primarily in the Southwest, has been putting out a newsletter since 1981, entitled the *Archaeological Interpreters Exchange*, and their latest issue is a superb example of what can be done to improve communications, information-sharing and morale among rangers with similar professional interests.

The Spring 1983 issue, edited by Lydia Lourbacos of Aztec Ruins (with a lot of help from friends), is chock full of information (65 pages worth) on local archaeological projects, current events in affiliated parks, professional publications lists and bibliographies, information on children's programs, lists of and details on upcoming conferences, warm and chatty letters, cartoons, humorous asides, and dozens of other items. Although only 70 issues are mailed out twice yearly (Spring and Fall), it's clear from the contents that the *Exchange* is widely read, utilized and passed around.

According to Lydia, the newsletter was a direct product of a course entitled "Interpreting Archaeological Resources" held at Albright Training Center in September 1981. Those in attendance decided that:

- archaeological areas had unique problems in interpreting cultures which lacked written records;
- interpreters in these areas had problems communicating with each other; and
- there were "philosophical problems" stemming from tendencies to interpret areas individually, rather than as parts of a greater whole.

The cure for these problems, it was decided, would be a newsletter. Jane Dagenais; formerly of Wupatki, edited the first two issues, then turned the operation over to Lydia.

The striking thing about the *Exchange* is the degree of involvement displayed by people in dozens of parks. There are numerous, quality contributions and informative exchanges. As with this Newsletter, it provides a forum for communicating ideas and rekindling morale.

If you'd like more information on the *Exchange*, write Lydia Lourbacos, Aztec Ruins National Monument, PO Box U, Aztec, New Mexico 87410 (505-334-6174). She might also be able to give you some ideas on how you can start your own newsletter.

Interpretive Internships

This summer, the Yosemite Natural History Association will again sponsor interns and trainees to augment the park's interpretive staff. The goal of the program is to select and train ten students from a number of California universities to work with some of the top interpreters in the Service and to provide valuable assistance during the heavy visitation months. With diminishing budgets for interpretive programming, the intern's assistance has helped greatly in maintaining a full range of interpretive services in the park.

In the Fall, the park's interpretive staff works very closely with faculty advisors from each school. The program is announced to the student body, and the advisor receives and screens applications. After this initial screening, members from the park staff conduct on-campus interviews. Students selected pursue independent study throughout the internship and receive academic credit for the field experience.

During the Spring, each intern spends five training weekends in the park. They receive an intensive orientation to park operations and management, the natural and human history of the area, and interpretive and communication techniques. In early June, these interns are integrated with the returning summer seasonal staff.

Throughout the Summer, interns are exposed to a wide spectrum of interpretive programming and services. Interns are expected to prepare for visitor contact stations, children's programs, roving contacts, interpretive walks, living history and evening programs. In order to do these things, interns must audit staff interpreters, research human and natural history, and experiment with different interpretive techniques.

The experience each intern gains through the program makes them very competitive in the tight environmental education job market. A number of past participants have secured seasonal interpreter positions, and others are now working in related fields.

The Yosemite Natural History Association (YHNA), by careful planning, has been able to underwrite the entire program for just $6,000. This amount covers a modest subsistence allowance, transportation costs, reference materials, housing and uniforms.

Overall, the program has been a resounding success. The feeling from the YHNA membership is that it represents one of the best possible ways the association can help the Service in providing interpretive services. The park staff has also solidly embraced the program, as it creatively provides a tremendous amount of assistance in meeting the demands of providing high quality interpretive services to large numbers of visitors.

James D. Sano
Yosemite

Association Notes

Rendezvous VII

Continued from front

Morris Udall, Congressman from Arizona, and Gaylord Nelson, chairman of The Wilderness Society, have been invited to give the addresses, but have not yet responded. The Director will not be able to come due to prior commitments. Assistant Secretary for Fish, Wildlife and Parks Ray Arnett may speak, though.

Workshops have been scheduled on the Newsletter, the role of law in park management, and Federal/state relationships; others may be given on seasonal supervision, microcomputers, dual careers, and various aspects of park operations. John reports that he's not yet received any suggestions for interpretive workshops in response to Jim Tuck's challenge for the same in the last issue.

Area Attractions

The chief attractions downtown are the casinoes, shows, entertainers and restaurants. Dinner shows are available at a half dozen hotels for prices as low as $10 to $16 per person. The surrounding area has a wide variety of scenic and recreational areas for the entire family. Lake Mead and Hoover Dam are just 25 miles from the city. Nearby Red Rock Canyon and Valley of Fire State Park present the desert at its finest with colorful rock formations. There are ghost towns to explore in the vicinity, and amusement centers near and in Las Vegas. Relatively low cost tours of most of these areas are also available.

Access

The Showboat is located on the Boulder Highway near the intersection with Charleston Boulevard. It is easily accessible from Interstate 15 for those who choose to drive. For those flying into McCarran International Airport, there is a free Showboat shuttle with hourly pickup from and delivery to both the airport and the Las Vegas bus station. (Virtually all airlines offer service to the city, as do Amtrak and Union Pacific). This shuttle also drops off guests within one block of "The Strip", but a taxi return is required. The Showboat is only a five minute drive from the downtown casino area, and ten minutes from "The Strip".

Rooms

All rooms for the Rendezvous are located in the tower portion of the Showboat Hotel with direct access to the casino and conference area. All rooms are similar and cost $26 per night plus tax for single or double occupancy. This rate is available to Association members two days prior to and after the Rendezvous; that is, October 7, 8, 13, and 14. *All reservations will be handled through the Showboat Hotel.* The Showboat has set aside rooms and will hold them until September 9. Any reservations made after that date will be on a first come basis.

Camping

A variety of recreational vehicle camping sites are available at various hotel locations throughout the city. Many of these, however, are expensive and require early reservations. The best price we were able to find was the Las Vegas KOA campground, located on the Boulder Highway about five minutes from the Showboat. Rates are $11.75 per night for two, plus $2 for each additional person over two years of age and $2 for air conditioning or sewer hook-ups. Special weekly rates are available, and a $9 deposit is required.

Camping is also available at Lake Mead for $5 per night at Las Vegas Wash, Boulder Beach, and Callville Bay, which are located, respectively, 30, 40, and 50 minutes from Las Vegas. These are Park Service campgrounds and are available on a first come basis.

Dress

Because Las Vegas has such a casual atmosphere, any form of attire is acceptable. The city receives on average less then four inches of rain per year, and you can expect an 86 percent chance of sunshine. Light clothing is standard fare in the Fall, when temperatures are often in the 70's and 80's. The Showboat's pool is heated as needed, so swimwear is a good idea.

Meals

Coffee shop and buffet facilities are available at the Showboat, along with room service. The Showboat's all-you-can-eat buffet offers a wide range of dishes at low cost—breakfast is $2.95, lunch $3.95 and dinner $5.55. All meals will be the responsibility of each member.

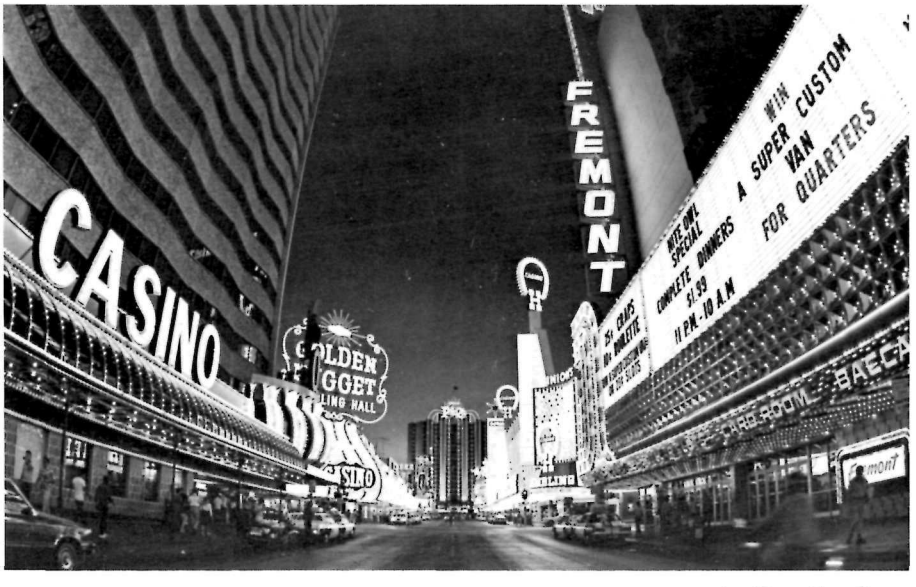
Alcohol

Las Vegas *union constraints* have made it necessary for us to locate our beer dispenser on the fourth floor, which is two floors above the conference area. It might be advantageous to bring a thermos or large mug along, but no pitchers, as they're not allowed. As long as the drinking container is not recognized as a beverage dispenser, as a pitcher would be, problems should not be encountered. Use your imagination and dig out your water bottles, canteens or bota bags. The minimum drinking (and gambling) age, by the way, is 21 years.

Babysitting

The Showboat provides a restricted babysitting service for children over two years old who are toilet trained. Children may only be left for a three hour period per day, and no food or drink is allowed. We are attempting to locate local babysitters for Association use, as Nevada law prohibits any person under 21 years of age in the casino area.

Any family members attending who are interested in babysitting should contact ahead of time.



Las Vegas News Bureau

Casinos along Fremont Street in downtown Las Vegas.

Raffle

Thanks to the efforts of many Association members who donated handcrafted and homemade items, last year's raffle proved to be one of the highlights and comic reliefs of the Rendezvous. Anybody wishing to donate items this year should bring them along or mail them to Bill Briggs, Box NPS, Star Route, Callville Bay, Las Vegas, Nevada 89124.

Pre-Registration

Pre-registration forms are included in this Newsletter to expedite the registration process. As we found at the Rendezvous last year, this streamlines the registration procedure. Any T-shirts purchased through pre-registration will cost $6; they'll be $7 at the Showboat. Membership money and applications should be sent to Debby Trout, Box 118, Gatlinburg, TN 37738 and *should not be submitted* with the registration form.

If you have any questions or need additional information, please contact me by writing Dennis Burnett, Rendezvous VII Coordinator, PO Box 89, Lodgepole, Sequoia National Park, California 93262, or call 209-565-3479.

Editors Note:

Please turn to pages 22 and 23 for all necessary registration and reservation forms.

The Rendezvous Raffle Tradition

Once again we are soliciting membership involvement in the now annual Rendezvous raffle. This raffle is rapidly becoming a Rendezvous tradition, and many of those attending head home with outstanding gifts and memorabilia of another enjoyable gathering. Your help is a must if we are going to keep the raffle going.

Raffle items at Fontana ranged from apples to a beautiful wood carving that anyone would be proud to display on his or her mantle. Home canned goods, smoked Canada geese, special Rendezvous beer and a homemade Western shirt were among the other handcraft items donated by members. Businesses such as Bucheimer, Safariland, Gibbs Products, and Graves Mountain Lodge also added to the more than 50 individual items raffled last year.

The money generated by these donations is used to support the Rendezvous banquet and dance. Surplus funds go into the general treasury to be used as needed. The value of a donation will also be deductible from your income taxes once the Association works out the details of its tax exempt status.

October is still a few months away, so there's still time to create a masterpiece that will be held in awe by all and treasured by that one lucky ticket holder.

The Association would also like to extend its thanks to contributors who were inadvertantly left off the list published in the December issue—Fred Harman of Gateway (nine cans of Copenhagen), Mike Panz of Delaware Water Gap (baseball cap with ranger patch), and Nantahala Outdoor Center (two man backpack tent).

Ken Morgan
Cumberland Island

Rendezvous Tax Deductions

It's time for your yearly reminder that attending a Rendezvous doesn't really cost as much as it appears. IRS Publication 17 (free from the IRS) states in the section under "Employee Business Expenses:"

"You may deduct travel expenses . . . to attend a convention if you can show that your attendance benefits your own work or business . . ."

Food, lodging and transportation are entered on Form 2106 and are deducted from gross income. You do not have to itemize your deductions in order to take this "adjustment" to income. Remember to be fair to the tax collector. If part of a trip is for personal business, that percentage should not be deducted as a business expense. So keep records of these three expenses and we'll have more information at the Rendezvous.

Jim Tuck
Cabrillo

Tax Exempt Status

We've finally arrived! The Internal Revenue Service has notified us that the Association has been determined to be exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code.

Because we are a newly-created organization, IRS is not making a final determination on our foundation status under section 509(a) of the Code. However, they have determined that we can reasonably be expected to be a publicly supported organization, as described in section 509(a)(2). Accordingly, we will be treated as a publicly supported organization during the advanced ruling period, which ends on December 31, 1984.

What this means, simply, is that we've take the first giant step on that long road comprised of endless red tape and paperwork. The next step is to make certain that we get all the reports completed, after discovering exactly what reports are required. Most importantly, we must make certain that our sources of support, our purposes, and our method of operations are such that we remain in this tax-exempt status.

Debby Trout
Great Smokies

Rendezvous VIII

The narrowing down of sites for next year's Rendezvous is progressing at a slow pace due to difficulties in working in some areas—the Adirondacks and White and Green Mountains—where there aren't any parks or other contacts. Present efforts are concentrating on the Cape Cod, Acadia and Boston areas, but no plans have yet been made. No comments have been sent regarding preferred sites, although some informal suggestions have been made. If you have a possible site in mind, now is the time to pass the word along. Here are some of the strengths and weaknesses of the above noted areas:

Cape Cod—Fall is still on-season, and rate reductions are unlikely. Since locations here are expensive, this is a considerable problem. Size may be a problem, too, assuming a potential attendance of over 350 members. The Cape is relatively close to Boston, though—two hours drive to Hyannis, and three to Provincetown. There are good connections by air to both of those locations. The Cape is a beautiful area and is near water; there's also a large park nearby to provide needed support.

Boston—The city is very easy to get to by all forms of transportation, and has a wide variety of historic sites and recreational spots nearby. There are several parks in and around the city, and the regional office is downtown. October is peak leaf season in Massachusetts, though, so accommodations would be hard to get and probably expensive. There's also the question of whether members would favor another Rendezvous in an urban area the year after Las Vegas.

Acadia—This is a magnificent park, and a majority of members polled have expressed a desire to have the Rendezvous here. A wide variety of accommodations are available, and there's a support park close by. Mid-October is off-season, so rates are lower. Boat tours off the coast and other similar activities are available. Acadia, however, is a six hour drive from Boston. Air connections can be made to Bangor, but would be a little expensive

Continued on page 22

We Lost A Friend

I remember seeing a big guy in a Park Service uniform walking up to the practice climbing area at "Ranger Rock" in Yosemite on a hot summer day in 1972.

"Is there a Jim Brady here?" asked the guy, who looked like a defensive tackle.

"Who wants to know?" replied Brady, dressed in a pair of blown out white sailor pants, torn t-shirt and well-used handkerchief tied in a sweat band around his head.

"My name is Fred Hemphill, and I'm working at the entrance station and I'd like to meet District Ranger Brady."

"What for?" asked the apparition in white pants.

"None of your business," answered Hemphill, looking around the group for a likely looking district ranger.

"I'm Brady," answered the figure next to Fred.

Fred looked at Jim incredulously for a couple of seconds, regained himself, and said, "I'd really like to move up to the Valley and do ranger work."

"You don't say," retorted Brady. "Where'd you go to school?"

"Stanford."

"Hmmm, looks like you might have played ball."

"I did. Rugby and football."

"Scholarship?"

"I had athletic and academic scholarships."

"Hmm, what did you study?"

"Human biology," answered Fred.

"What are you going to do with that, run a whore house?"

Before Fred could respond, Jim told him to come see him the next day.

Fred did eventually leave the entrance station to work seasonally in the Valley before becoming a permanent GS-3 clerk typist, one of Brady's more creative appointments. Sometime in 1974, he became the assistant horse patrol supervisor, working for Paul Henry.

Fred became an excellent horseman. He was assigned to train and care for a big quarter horse named "Ace". The story is that Ace and Fred were the biggest, strongest and most hard-headed members of the patrol.

It took several months of "reckoning" between the two before Fred and Ace reached an understanding. The two became inseparable buddies; Fred wouldn't let anybody else take care of Ace, even on his days off.

Protection problems continued to build in the Valley at this time, particularly during evening hours. It was decided to experiment with the use of the horse patrol at night to assist in maintaining order on the Village mall. Fred and Ace were the logical choices for the first night.

At about 10:00 p.m., Henry received a call at home from an obviously excited Hemphill. "Pablo, we got troubles. Ace just stomped hell out of some guy who's now in the hospital."

"Oh, Lordy," started Henry. "What happened?"

"We were working in this group of about fifteen drunks and one of them threw a beer can and hit Ace," related Fred.

"How'd the guy get stomped?" Paul demanded.

"Well," Fred began, "Ace just took off on his *own*, ran the guy down and stomped him."

This particular person was released from the hospital without serious injuries, surprised and thankful for the ride to the park boundary provided by a kind and helpful horse patrol supervisor.

S. Buehler

Fred Hemphill and Ace.

Fred worked in Yosemite as a patrol ranger, horse patrolman, and LEO investigator. In 1977, he accepted a transfer to the Paradise District in Mt. Rainier. In October of that year, he was one of thirty-one rangers who met in Jackson for the first ranger Rendezvous. Fred was pleased when the group decided on an "association" that could add to the professionalism and camaraderie of rangers.

Soon after the Rendezvous, Fred was interviewed and selected for the ranger intake program. The timing was poor, and the decision immense for the big guy from Willets, California. His training park was to be Gateway NRA, New York City. He had only been at Paradise for six months and loved the job and the park. A number of his friends, however, convinced him that there was much to see, do, and learn in this opportunity. He was in New York for a year, and a half and admitted the experience was rewarding.

While at Gateway, Fred was detailed for nearly three months to the 1979 Alaska Ranger Task Force. His sincere and thorough manner and his professional confidence were instrumental in helping to establish a working relationship with Federal, state and local agencies. Fred won a bronze medal for shooting in the first annual Alaska Police Olympics. He received a Departmental citation for his service in Alaska.

Fred landed his first permanent ranger job at Phantom Ranch, in the bottom of the Grand Canyon. He treated a million blistered feet and convinced numerous visitors that it was actually easier going back up, telling them "it doesn't hurt your knees."

Fred was the night shift supervisor on the South Rim when he learned he had melanoma cancer. He had several operations over a six month period, and during this time he married Annie. The two of them attacked each day with the real belief that the disease could be beaten. With all medical options exhausted, he refused to lay in a hospital. Fred got progressively weaker. On the day before Easter, he was taken back to the Grand Canyon from Tuscon by Annie and friends to attend Easter sunrise service. He died in his own house after the service.

Fred packed as much as he could into thirty-one years. He said that you don't want to look back, wishing you had done this or more of that. You don't want to put off letting people know how you feel. Fred did regret that he had not sought immediate medical advice when he knew something was wrong.

Fred Hemphill was a strong individual in mind and in stature. He wasn't hesitant to say what he thought or to listen to others. His impatience was obvious with less motivated persons or insensitive and incompetent management. He thought that people should be told how they were doing, good or bad, and as a supervisor, spent a lot of time with his people providing feedback.

Fred fought his illness to the end. He knew his friends were with him. He died at peace with himself. Those of us who knew him are better for the time we spent together. The loss is profound. The memories are happy.

Walt Dabney
Everglades

Regional Reps Report

The following reports from regional representatives concern activities held within their respective regions between February and early May of this year.

North Atlantic

Representative Stan Robbins, Acadia. Address: RFD 1, Box 1, Bar Harbor, Maine 04609. Phone: 207-288-3133 (home), 207-288-3360 (work).

Stan is spending most of his time making plans and arrangements for next year's Rendezvous (see article under Association Notes). No plans have yet been completed for the spending of Association money allocated for regional activities. He has made several contacts with individuals in parks who want to be park representatives, but hasn't yet completed making contacts with all parks. He asks that people contact him if they are interested in being park reps, and would ultimately like to see a contact in every park in the region —a goal he hopes to accomplish by the end of June. Stan has not yet received or explored any possibilities for either an Association sponsored training workshop or mini-Rendezvous.

Mid-Atlantic

Representative Hal Greenlee, Gettysburg. Address: Box 632, Gettysburg, Pennsylvania 17325. Phone: 717-334-5679 (home), 717-334-1124 (work).

Hal reports that the region will have a two day regional Rendezvous on September 18-19 at the Holiday Inn in Gettysburg. This particular location was chosen because it's centrally located in the region, and has both facilities and a sizable park staff available for support.

The inn has set aside 15 rooms for the Rendezvous, but will open more as needed. If the minimal number of rooms are filled, then the meeting rooms will be free of charge. Hal expects from 50 to 100 people to attend, so there probably will be no cost to the Association incurred.

Workshops have been scheduled to cover all the main topics that will be discussed at Las Vegas, so those who can't make the trip out West will get an opportunity to voice their comments and concerns on important issues. John Earnst, who is coordinating the program for Las Vegas, will also work on the one for this meeting, assisted by Jim Brady. Several of the speakers scheduled for Rendezvous VII will probably speak here as well. There will also be a "traditional" keg and other opportunities for socializing.

The Rendezvous will begin at noon on the 18th and conclude on the 19th. Hal says that the Sunday-Monday dates were chosen due to scheduling considerations. It was easier to get rooms at the inn then, and an examination of peoples' schedules revealed that more members could get free for part or all of those days.

To reserve a room at the Holiday Inn, call 717-334-6211 and make sure that you tell them that you are with the Association and are coming to the Rendezvous. This will insure that you get the discount rate of $43 per night.

Hal extends an open invitation to everyone in the area to come on down, and notes that there are a good number of parks that are within three to four hours driving time of Gettysburg. Give him a call if you'd like any further information.

National Capital

Representative Bill Orlando, Antietam. Address: Route 1, Box 41, Sharpsburg, Maryland 21782. Phone: 301-432-6043 (home), 302-432-5124 (work).

On April 7, Bill met with Regional Director Fish and Deputy Regional Director Stanton and familiarized them with the purposes of the Association and discussed current topics that ANPR is working on. Director Fish expressed his interest in working with the Association by having periodic meetings with the regional representative and including members of his staff in these meetings.

Bill has also received several telephone calls from members in the region volunteering their services to act as contact persons for their respective parks.

(As we went to press, Bill was selected for a position at Minute Man. Rick Erisman, C & O Canal, will serve as regional representative in his stead.)

Southeast

Representative Carl Christensen, Gulf Islands. Address: 501 Boxwood Lane, Gulf Breeze, Florida 32561. Phone: 904-932-7612 (home), 904-932-5302 (work).

Carl is trying to coordinate arrangements for air travel to the Rendezvous in Las Vegas. He asks that people in the Miami and Atlanta areas keep track of airlines and notify him if they find any possible deals or special air fares. He will then relay this information on to other members who call him desiring similar information.

Midwest

Representative Sue Kylander, Indiana Dunes. Address: 1100 North Mineral Springs Road, Porter, Indiana 46304. Phone: 219-926-5464 (home), 219-926-7561 x 450 (work).

Sue has been working on the development of a health insurance program for seasonals, but reports that she is temporarily stalemated because only one insurance company—Prudential of Omaha —is willing to consider such a program. The package that they're offering would run to about $30 per pay period, and only during the period of actual employment. Since Prudential requires only 50 participants to get the program started, there would be no problem in getting enough people to enroll.

Sue is trying to get a lower price, but none of the other four companies she contacted has shown any interest in such a plan. The main problem is that seasonals are employed for too short a period of time for insurance companies to be willing to put in the effort required for minimal returns.

Another option would be to offer insurance year round, with the employee paying on his or her own when not working for the Service. The main stumbling block here is that seasonals are such a mobile population, the insurance companies would have to expend a good deal of energy keeping track of addresses and status. If you know of a company that might be willing to consider such a plan, please contact Sue.

Rocky Mountain

Representative Tim Setnicka, Grand Tetons. Address: Box 26, Moose, Wyoming, 83012. Phone: 307-733-2880 (work), 307-733-8220 (home).

Tim reports that he has been contacted by several employees requesting additional Newsletters and membership applications for recruitment in their respective parks, and that he has received many other favorable comments about the quality and content of the Newsletter. Tim hopes to contact other members before June to do recruitment in their parks during the summer season.

Southwest

Representative Roger Siglin, Southwest Regional Office. Address: 530 East Garcia #11, Santa Fe, New Mexico 87501. Phone: 505-982-8308 (home), 505-888-6371 (work).

Roger reports that the idea of a mini-Rendezvous in the region was abandoned because interest was high in only a few parks close to a suggested location in West Texas and there was also concern that it would reduce attendance to the Las Vegas Rendezvous.

He has also passed word along about several non-Association activities which are reported in the Washington and Field Reports sections of this issue.

West

Representative Rick Gale, Santa Monica Mountains. Address: Apt. D, 2680 Pierpont Boulevard, Ventura, California 93001. Phone: 805-653-5969 (home), 213-888-3440 (work).

Rick is currently looking for suggestions and ideas for a memorial to the late Fred Hemphill, one of the founders of the Association. If you have any thoughts on possibilities, please contact him. He's also been working on several special projects for Dick Martin related to Rendezvous activities.

During the summer, Rick will be working on developing Association contacts in each park in the region, and will be following up on lapsed memberships to find out why people have left the Association. He'll also be actively encouraging seasonals throughout the region to come to Las Vegas in the Fall.

Pacific Northwest

Representative Noel Poe, North Cascades. Address: Box 85, Stehekin, Washington 98852. Phone: 509-682-4404 (work and home).

As the deadline for this Newsletter approached, plans were being finalized by Noel and others for an Association mini-conference to be held at the Holiday Motor Hotel in Yakima, Washington on the weekend of May 21-22. Advance registrations indicated that a lot of the park areas within the region would be represented.

Although a couple of workshops are on the agenda, the primary objective of the meeting will be to discuss Association efforts Servicewide and to give direction to this region's related activities. Regional Director Jim Tobin or his representative was scheduled to address Park Service concerns that the regional office is facing.

Of course, time was also allotted during the weekend for a "fun run" and social enrichment of various kinds. Noel will report on the meeting's outcome in the next issue.

Alaska

Representative Bryan Swift, Denali. Address: Denali National Park, Box 9, McKinley Park, Alaska 99577. Phone: 907-683-2294 (work).

Eighteen Association members from the Alaska region held an informal meeting the first week of March in Anchorage and discussed plans for the October Rendezvous. Mack Shaver from Kotzbue is checking on the possibility of chartering an aircraft for the flight to the Lower 48, with a ranger member as pilot (Bryan reports an abundance of Service pilots available). Roger MacCampbell of Denali is looking into commercial charters. Interest in attending the Rendezvous was high among those present.

There was also a discussion of ideas on how best to utilize the $500 available from the Association for regional activities. Several good ideas were generated, but no decisions were made.

Continued on page 22

Work Groups

The Association has established a number of work groups to look into a wide variety of concerns expressed by both members and professionals throughout the Service. The objective of each of these groups, by and large, is to develop an Association position for review by management. Our role is professional and advisory by nature, but prior suggestions have been both heeded and implemented, as happened in the 025/026 proposal. If you are interested in any of the following groups, please get in contact with the group leader.

Each of these reports was prepared by the work group leader, whose names and addresses appear at the ends of their submissions.

Case Incident Reporting System (343's)

Computerization of information from the current case incident reporting system has a high priority in individual parks, regional offices and Washington. At the present time, information gained from the system is employed only for statistical justification of budget and personnel requests. More precise and pertinent information gained from our recording system could show preventative actions that could be integrated into safety programs as a result of motor vehicle, recreational or boating accidents, solutions to common resources management problems, improvements in services for the park visitor, and detailed information on criminal violations.

There is a lack of communication and information-sharing among all units of the Service that, if corrected, could result in the solution of problems common to many. Computerization of information from 343's is certainly putting the Service back on track, but improvements need to be made in our current case incident report format.

During the Fall of 1982, a proposal for changing the 10-343/344 was sent out to the field for review. A miminal number of comments were received and it is felt that additional, constructive comments need to be submitted. The question has arisen as to whether the proposed format adequately serves all of our needs for report writing, or instead tends to burden field personnel and exceeds our needs for reporting of criminal investigations or resources management problems. At the present time, there are groups of neighboring park areas which have revised their writing formats to a point where needed information is easily obtainable from the reports, programmed into a park computer, and then relayed to those nearby parks for their benefit.

If you are aware of any of these systems and know how they're being used, Sue would appreciate copies of formats being employed and comments on how to improve the 10-343/344 reports, particularly regarding the format for the main 10-343 and what supplements should be included (such as the 10-343A or 10-343B) that would better fit the needs of all types of incidents. Input from field personnel on this matter is essential, since they are the people writing the reports and requesting information from other park areas.

Please send your comments and examples of working formats to Sue Kylander, 1100 North Mineral Springs Road, Porter, Indiana 46304, or phone 219-926-7561 (work) or 219-926-5464 (home).

Dual Careers

Conversations have been held among a number of people interested in the problems facing married people in the Service who each have careers, and several possible approaches have been examined.

As a result of these discussions, Cherry hopes to initiate two approaches in the next few months—gathering information from those in dual career situations in order to glean suggestions and information on other experiences, and finding out what other agencies and the private sector are doing to resolve such problems.

Anyone interested in this work group should get in touch with Cherry Payne, Flamingo Ranger Station, Flamingo, Florida 33030, or phone 305-245-4965 (work) or 815-695-3104 (home).

Roles of Regional Representatives

Rick has received comments from the steering committee of this work group, and he is now composing a draft function and roles statement based on their observations. This will be sent back to work group members for comment. Once the suggested alterations and adjustments are returned, Rick will prepare a position paper for Dick Martin's review.

For further information, contact Rick Smith, 16441 SW 292nd Street, Homestead, Florida 33030, or phone 305-245-0762 (home) or 303-247-6211 (work).

Management Identification and Development

Maureen sent questionnaires to all Association members who expressed an interest in working on this project, which will develop an Association position on the planned Service program to identify and develop managers to replace the many who will be retiring in the near future. These are now being returned to her with

comments and suggestions on possible approaches to the problem. These will be compiled and analyzed, and a draft position paper will then be prepared by her for circulation to work group members and other interested parties. She hopes to get this into members' hands before the Rendezvous, so it can be discussed there and a presentation can subsequently be made to the Director.

Contact Maureen Finnerty, 2837-D South Wakefield Street, Arlington, Virginia, 22206, or phone 703-998-6330 (home) or 202-343-4874 (work).

Housing and Quarters

Bill has not yet received any calls or letters on housing matters from members, despite considerable Servicewide interest in the subject and the publication of his phone number and address in the last issue. He is still soliciting comments on any housing issues, though, and asks that people get in touch with him.

Write to Bill Blake, Box 381, Elkton, Virginia 22827, or phone 703-298-1675 (home) or 804-985-7293 (work).

Townsley Memorial

At the Rendezvous at Fontana, Bill proposed that the Association consider an appropriate memorial to John Townsley, late superintendent of Yellowstone. Dick Martin asked him to chair the group to consider suggestions and make an appropriate recommendation to the board.

Bill feels that most of those who worked for John along the way would agree that he had an intense dedication to the ranger profession and its image, and that he always seemed to make an incredible amount of time available to share thoughts with young rangers, helping them in their development and working to overcome their frailties. He also feels that few, if any, have demonstrated a stronger interest in the ranger, and that it is appropriate to recognize this in the form of some perpetual memorial.

Two suggestions have been made. The first is that an annual award to the "Ranger of the Year" be set up as a complement to the Freeman Tilden award for interpretation; the second is that a ranger club or other historic building (such as Yellowstone's home of Harry Yount, the first ranger) be converted into a museum of the ranger profession—the John Townsley Ranger Museum.

If you have other suggestions or support one of the above, write Bill Wade, Box 456, Bushkill, Pennsylvania 18324, or call 717-588-6637 (work) or 717-588-7189 (home).

BEE/KSA Synthesis

Committee members were contacted in March to collect regional and field input on how to approve the application/promotion system. Of the 19 people who signed up for the committee at the Rendezvous, 10 responded, along with two other interested parties.

Maureen Finnerty and Deke Cripe of WASO found that a draft with revisions to the merit promotion plan had been written and sent to the regional directors for review last March. This draft does not appear to have any big changes in it, but the cover letter states that an automated merit promotion system will be developed which will provide for:

- the one-time-only completion of an application/questionnaire to be used for consideration when vacancies occur;
- an automated rating/ranking scheme;
- a ranked list of eligibles;
- automatic notification of consideration; and
- provisions for updating data.

Standardized KSA's will also be developed. Committee members were unanimously in support of this standardization and equally in favor of retention of the present "pink sheet" vacancy announcement system. Circulation of announcements is a problem that continues to nettle many.

The goals of a computerized system should be to speed up the application process without sacrificing quality of applicants, facilitate the applicants completion of forms, and automate the rating process without sacrificing its integrity.

The Association will be monitoring the development of this system and further opinion is solicited from the membership.

Contact Sue Hackett, RD 1, Box 73, Markleysburg, Pennsylvania 15459, or phone 412-329-5512 (work) or 412-329-5373 (home).

Seasonal Interests

In March, seasonal concerns work group members exchanged ideas on the priority concerns of seasonal employees. Selection, hiring, training, personnel matters, supervision, housing, seniority systems, and career ladders were all topics of interest.

Efforts are now being focused on organizing a comprehensive survey of seasonal concerns and training needs, to be conducted during the 1983 summer season. This will be accomplished with the help of the Association, the WASO Seasonal Employment Unit, and the Leisure Research Institute of Indiana University. A large, randomly-selected sample of seasonal employees will be asked to indicate their principle concerns and training needs and rate them according to priority.

The results of this survey will be presented to the Association's board of directors and membership at the Rendezvous in October.

The seasonal concerns work group is also studying the possibility of developing self-instructional materials for seasonal training through the Park Management Program, West Valley College, Saratoga, California. The college has indicated a willingness to commit energy and funding to this project, once training needs for seasonals are established. The WASO Division of Training is also interested in this cost-effective approach to the training of seasonal employees.

Association members who wish to indicate particular concerns or help in organizing the seasonal survey are urged to contact Mike Sutton, Box 110, St. John, Virgin Islands 00830, or phone 809-776-6201 (work).

Rendezvous Management

As our membership grows and the number of people attending the Rendezvous increases, the criteria for choosing sites has changed. We have reached the point where we have had to turn over certain aspects of the Rendezvous organization to professionals who are used to dealing with large groups, such as processing room reservations for over 300 people.

Besides the question of individual room rates, Rendezvous logistics also means such things as determining whether a place charges extra for setting up the rooms, has audio-visual equipment available, and can provide such things as name tags, signing and dining facilities for the entire group.

Limiting factors of sites which we can now choose include:

- accommodations for over 330 members;
- meeting rooms to accommodate a group of our size;
- transportation costs to Rendezvous sites; and
- the Three B's—Booze, Babysitters and Bands—which usually provide the most headaches in arranging.

Regarding these Three B's, there are particular problems. Many areas have strict alcohol restrictions, such as dry counties where alcohol is allowed only in certain locations (as happened at Fontana), or union regulations which prohibit distribution of beer in a conference room area (as is happening with Las Vegas). Babysitters are difficult to line up with no confirmation of numbers or times when they are needed. And the acquisition of a

good band means interviewing or auditioning a number of groups either in person or by listening to tapes.

Several suggestions have been brought to Ginny's attention concerning site choices for future Rendezvous. Because of the time and manpower needed to evaluate a potential site location, we might consider returning to certain locations which have given us good service, where all logistics have previously been worked out and where Association members have access to the area. Another suggestion has been to limit the number of sites to perhaps five or six, located strategically around the country, but retain an option for selecting new sites which might be discovered.

Input from Association members concerning these suggestions or any additional ones, as well as suggestions for future Rendezvous sites, can be made by contacting Ginny Rousseau, PO Box 101 —Lodgepole, Sequoia National Park, California 93262, or by phoning 209-565-3361 (work) or 209-565-3479 (home).

Rendezvous VIII *Continued*

and would have to be tied in to an hour's ride by shuttle to the park. A large central area is available for meetings (the town hall in Bar Harbor), but breakout rooms would have to be a distance away. No single facility could house everyone, so people would have to lodge in a variety of areas.

If you have any thoughts on these sites, please contact Bill Halainen at Minute Man or Stan Robbins at Acadia.

Alaska *Continued*

A mini-Rendezvous was being planned at Glenallen, Alaska, and was to be held on May 21-22 in conjunction with the Gulkana Air Show. Superintendent Budge, Chief Ranger Paleck and the Wrangle-St. Elias park staff all helped to coordinate the gathering. Plans for getting to the Rendezvous were to be finalized, and identification made of the issues Alaskan members would like brought up at Las Vegas. A big salmon feed was the scheduled highlight of the meeting.

Bryan is also collecting ideas on a proper Association memorial for Fred Hemphill, who has many friends in Alaska. He's also trying to straighten out the regional membership mailing list, and asks area members to notify him if they're not receiving the Newsletter or his "very informative letters."

This is the official/unofficial NPS/EMS patch. It costs $3.25 postpaid. If you'd like one or more, send a check or money order made out to the Association of National Park Rangers to John Chew, Shenandoah NP, Luray, VA 22835.

Association of National Park Rangers

☐ New Membership Application ☐ Renewal

Date: _____

Name _____ Title _____

Address _____

City/State _____

Zip Code _____

NPS Employees:
Park (4 letter code, i.e., YELL) ____ ____ ____ ____
Region (i.e., RMR)* ____ ____ ____
*(WASO use NCR)

Type of Membership (Check one)	New	Renewal
(1) Active—all NPS employees (permanent or seasonal)	☐ $ 10.00	☐ $ 15.00
(2) Associate—individuals other than NPS employees	☐ $ 10.00	☐ $ 15.00
(3) Sustaining—individuals and organizations	☐ $ 50.00	☐ $ 50.00
(4) Life—open to all individuals*	☐ $200.00	☐ $200.00
(5) Subscription to newsletter only	☐ $ 5.00	☐ $ 5.00

*Life membership may be paid in four installments of $50.00 each within 12 months.

RETURN TO: **ASSOCIATION OF NATIONAL PARK RANGERS**
P.O. Box 222
Yellowstone National Park, WY 82190

Received $ _____

By _____

Please complete and submit the Rendezvous registration, reservation and membership renewal forms as follows: the pre-registration form goes to Dennis Burnett at Sequoia, the KOA and Showboat forms go to those locations respectively, and the membership renewal form (opposite page) goes to Debby Trout, Box 118, Gatlinburg, TN 37738. Do *not* send the Showboat, KOA or membership forms to Dennis.

Association of National Park Rangers
Rendezvous VII, PO Box 89 — Lodgepole, Sequoia N.P., CA 93262

RENDEZVOUS VII PRE-REGISTRATION

Please Print
Name(s) _____

Address _____ Park _____

_____ Zip _____

MAKE CHECKS PAYABLE TO **ANPR**
PO Box 89 — Lodgepole
Sequoia N.P., CA 93262

REGISTRATION FEE
Three Day Package
_____ $12 for members $_____
_____ $18 for non-members $_____

BEVERAGE FEE (beer and sodas)
_____ $7.50 (average) $_____
_____ $10 (above average) $_____

DAILY REGISTRATION FEE (those attending less than 3 days)
_____ $7.50 (members, includes beverage fee) $_____
_____ $10 (non-members, includes beverage fee) $_____

T-SHIRTS
_____ (quantity) X $6 (each) = _____ $_____
Small _____ Medium _____ Large _____ X-Large _____ $_____
(indicate number of each)

TOTAL $_____

ASSOCIATION OF NATIONAL PARK RANGERS
GROUP NAME
October 9 - 13, 1983
GROUP DATES

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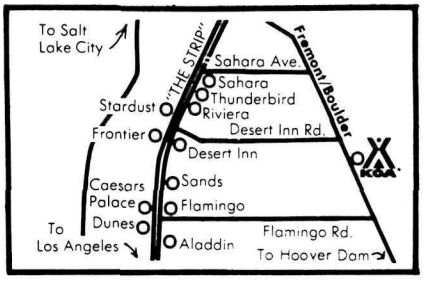
2800 FREMONT STREET
LAS VEGAS, NEVADA 89104
(800) 634-3484

1ST NAME	HOTEL USE ONLY	2ND NAME	HOTEL USE ONLY
ADDRESS		SPECIAL REQUESTS	
CITY STATE ZIP		NIGHTLY RATE	$26.00 plus 6% tax
TELEPHONE NUMBER ( )		CUT OFF DATE	September 9, 1983
ARRIVAL DATE	DEPARTURE DATE	VISA #	EXP. DATE
NUMBER PERSONS (circle one) 1 2	NUMBER BEDS (circle one) 1 2	MC #	EXP. DATE
PLEASE DO NOT WRITE IN SPACE BELOW		AM EX #	EXP. DATE

NOTE: One Night's Deposit Is Required
MAIL THIS FORM WITH YOUR CHECK FOR CONFIRMATION. USE A SEPARATE FORM FOR EACH ROOM REQUIRED. THANK YOU.

LAS VEGAS KOA
4315 Boulder Highway
Las Vegas, Nevada 89109
(702) 451-5527



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Persons _____ Arrival Date _____
Length of Stay _____ Nights _____
Type of Vehicle _____ Length _____
Utility Hookups _____
Deposit Required _____

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City _____
State _____ Zip _____
Phone _____

Association of
National Park Rangers
RFD#2, North Great Road
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