

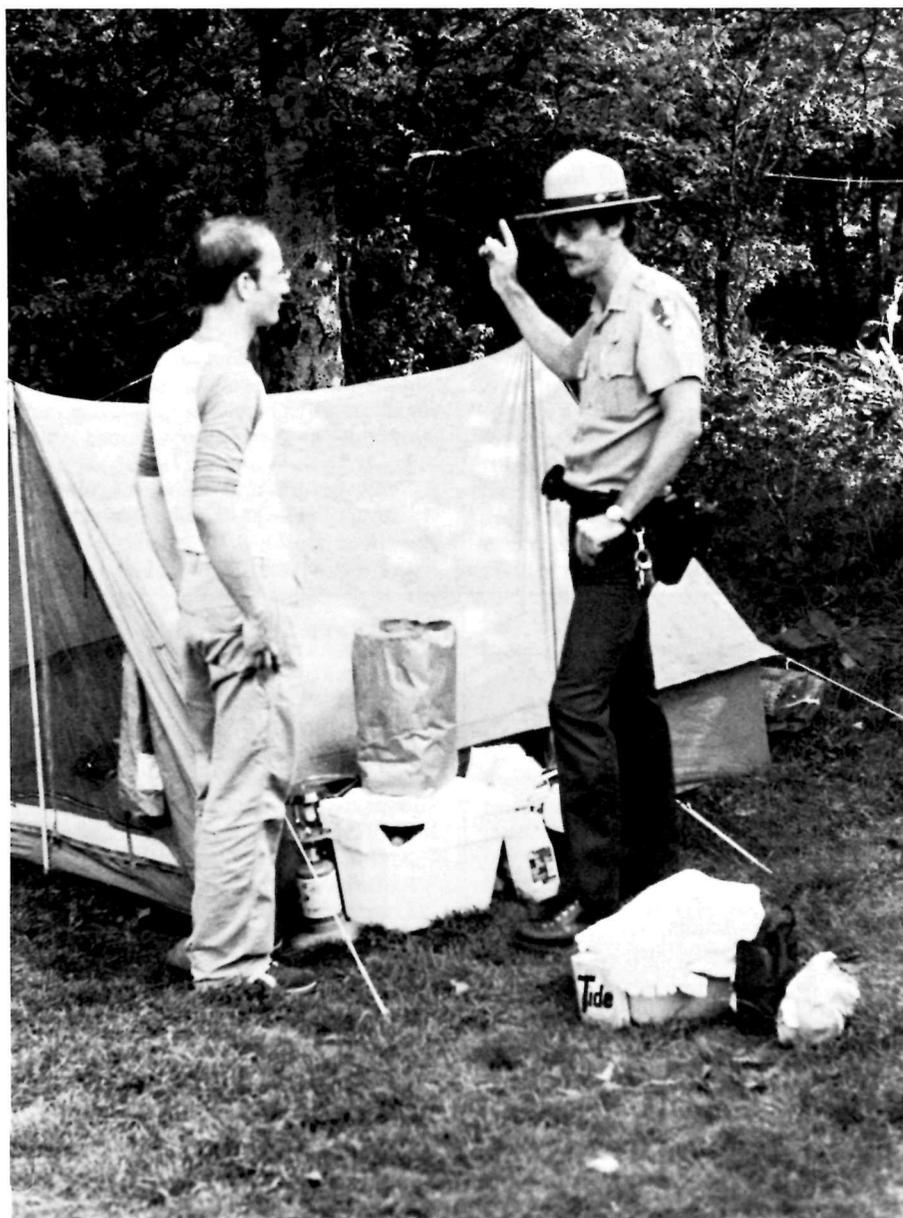
# NEWSLETTER



## THE ASSOCIATION OF NATIONAL PARK RANGERS

Volume VI, Number 3

September 1983



### 36 CFR Revisions: Reality At Last

Maureen Finnerty, Everglades

The long process of revising the majority of 36 Code of Federal Regulations, the body of rules which provide guidance and controls for public use and recreational activities in areas administered by the Park Service, has at last come to a successful conclusion.

The project was begun in July of 1980 as a long-needed revision of parts one through three of the code, which have not changed substantially since their last reworking in 1966. The final rule was completed on June 30th, with the regulations to become effective on October 3rd.

A great number of people contributed to the revision process. Suggested changes were subjected to numerous field revisions prior to their publication in the *Federal Register* in March of 1982. During the subsequent 120-day comment period, almost 2,000 comments were received on the proposals. Many of the suggestions that came in were incorporated into the final rule.

#### Public Comment

The great majority of the 1,966 comments received—1,721 in all—were on the trapping regulation. Section 2.2(b)(3) provides that "Trapping shall be allowed in park areas where such activity is specifically authorized by Federal statutory law." This regulatory provision eliminated the management categories present in the old trapping regulation, Section 2.32, and referred specifically to a park's enabling legislation as the authority for both hunting and trapping. The new regulation, Section 2.2(b), does *not* represent a change in policy, but merely a

*Continued on page 9*

*Bob Panko*  
Ranger Jim Surdukowski explains food storage regulations to a visitor in Shenandoah. Under the revised CFR, many parts will have these regulations for the first time.

## Letters

Editor:

It is with both professional and personal pride that I recommend "The Making Of A Ranger" to the members of the Association of National Park Rangers (see "In Print"). This book is based on forty years with the National Park Service and is the autobiography of Lemuel A. Garrison. The roots of the Association can be found in Lon's book. The dedication and devotion that today's Rangers have for the Service and the National Park System is expressed by Lon as he unfolds the early history of the Service. The reader may be surprised to find that history does repeat itself. Many of the challenges we face today have been met by those before us. Lon has brought to light some of the early policy questions that we are guided by today. It is even sobering to learn of the processes that have given us policies and direction over the years.

I can speak with some degree of first hand knowledge when I say that Lon and Inger Garrison have given a great deal to the National Park Service and have given even more through the book. I first met the Garrisons in 1957 when I got my first job as a Fire Control Aid in Yellowstone. While Lon started out as my first Superintendent he became my father-in-law in 1959 and I have been closely associated with Lon and Inger for 26 years. Lon

represents much of what the National Park Service is today. He has given us an insight into what we should continue to be as an organization trusted with the resources that are the National Park System. After reading the book the reader will know and love them as I do. For those who know Lon and Inger I must say that the book has taken a lot of effort and the accomplishment is a long awaited reward.

Eldon G. Reyer  
Associate Regional Director  
Southwest Region

## Editor's Notes

Although this Newsletter is technically the third of four in this calendar year, it feels more like the last issue in a quarterly cycle that begins and ends with the Rendezvous. This seems appropriate, as our annual gatherings provide both direction and article ideas for subsequent issues. The same should be true of Las Vegas.

Much has been accomplished since Fontana, particularly regarding the regularization of size, format, contents and production, but more work remains to be done. We need to have more contributions from seasonals and interpreters, a better information network on new developments in the field, and improved dissemination of information from Washington on information of concern to members.

There will be two workshops on this Newsletter at the Rendezvous, and the opportunity for discussing these and other areas of concern. If you are headed for Las Vegas and have an interest in this publication as a vehicle for communications by, for and with rangers, be sure to attend one of the sessions. Your voice will be heard. There hasn't been much comment from the field on the changes that've been made this year, which makes it hard to determine whether the Newsletter is truly serving your needs and interests. The workshops will provide an opportunity for all of us to resolve any problems and work out the Newsletter's future course together.

I hope to meet and talk with as many of you as possible at the Rendezvous. See you there.

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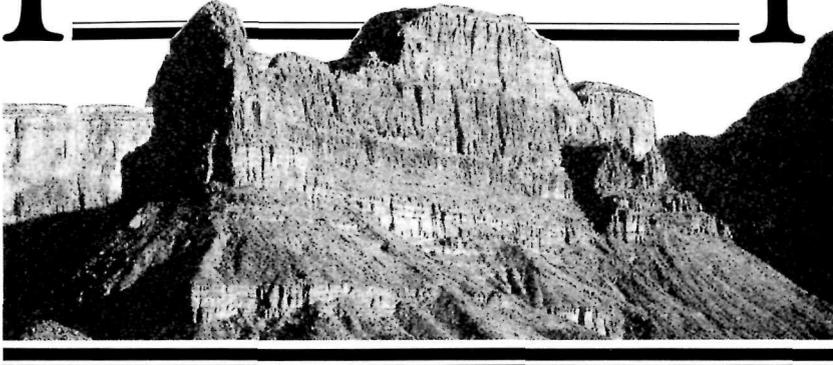
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# A MESSAGE FROM THE PRESIDENT



Dick Martin, Yosemite

Recent media attention on the skills, training, dedication, and ability of rangers, in particular law enforcement rangers, are cause for concern among all of us.

The infamous Jack Anderson article of June 14th (see "Washington") tended to reflect very adversely upon the professionalism of rangers. The image of which we are so proud—confident, capable, dedicated, hard-working and underpaid—was critically challenged by his article. The alleged facts related in this column, which portrayed rangers as ill-trained and inexperienced in law enforcement, we know bear no resemblance to reality. It is apparent that the individual sources of this information were themselves both misguided and misinformed. However, it is appropriate at this time to bear no ill will against these individuals. Rather, it is time that we devote our attention to the reality of our abilities in all fields, not just law enforcement. It is time that we emphasize enhancing the reputation and image of all national park rangers.

The July 25th issue of *Newsweek* magazine contained a very favorable article entitled "The Changing Rangers". If you haven't seen it, I would encourage you to get a copy. It is one of the most accurate articles to appear in the national media on the role of law enforcement rangers as recognized by those of us in the field. Much emphasis was placed upon the evolution of the ranger from primarily host and resource manager to more specialization. We all recognize, however, that this increased specialization is occurring in some but not all parks.

## More Favorable Publicity

Both of these articles point toward a problem with which we as rangers are confronted. That is the problem of presenting our image and abilities in a positive and factual fashion before the American public. We are all aware that our reputation with the park visitor is very favorable. However, there are a great many Americans who do not visit the parks and are not aware of our abilities and responsibilities. To demonstrate the point, Jack Anderson should surely be one of the most well-informed of citizens, yet he is apparently misinformed on our role. This is certainly a problem of image, not of fact. Some of us are involved in law enforcement and some of us are not, but the very fact that we can be severely criticized indicates that our image is somewhat vulnerable.

The *Newsweek* article painted a very positive and favorable image of law enforcement rangers, but the emphasis was upon rural and remote parks, such as the traditional Western areas. Little or no mention was made of the very high quality job we as rangers do in law enforcement (or other duties) in urban or suburban areas, nor in the very favorable impression we have made at recent special events. Furthermore, little or no recognition exists for the multiple duties that all rangers of all specialties must perform on an almost daily basis. Most citizens do not recognize that, in addition to resource management, law enforcement and interpretation, we as rangers are also required to perform emergency medical services, search and rescue services, fire management and control, and a host of other park responsibilities as diverse as collecting garbage and master planning.

It seems to me that the image which the public has of the national park ranger is not complete. Our responsibilities, training, skills and dedication have been oversimplified. On our part as rangers, we have been perhaps overly modest.

In an attempt to rectify this sad situation, I have, as your president, taken the following actions. In the belief that the more interesting and positive accomplishments of rangers need to be brought before the public, I have asked Andy Ringgold of New River Gorge to chair a committee on publicity. The role of Andy's committee will be two-fold. First, to study ways in which we can bring our message before the public; second, to issue under the sponsorship of the Association periodic press releases with accompanying photographs of interesting and important ranger work.

## Local Emphasis on Accomplishments

In addition to the above ANPR effort, it seems appropriate at this time for each of us to look at our local accomplishments and to ask ourselves whether we as rangers have done our part to publicize within the local media the achievements of rangers. While we'd all like to think that our accomplishments will stand on their own merits and that we do not need to call attention to our role, I would suggest at this time that it is vitally important that the very heavy responsibilities and pressures on today's rangers and the diversity of our duties be brought before the public in a favorable and positive light.

I urge that each of you give this vital issue careful thought and consideration. Bring your ideas before Andy's committee. We will be requesting your help on interesting subjects and high quality photographs of park rangers in action. We need your ideas and input.

## Washington

### The Budget

The Service's budget proposals and justifications for fiscal 1984 have been published and contain information of interest to rangers.

The overall budget request is for just over \$737 million, down from 1983's \$909.5 million. The proposed decrease would come mostly in the areas of construction, land acquisition and historic preservation; operations, however, would receive an actual increase from \$567.8 million to almost \$600 million.

The construction request is down because road building money is now available through the 1982 Surface Transportation Act. Acquisition decreases come through a drop of about \$13 million in land purchase funds and \$75 million in grants assistance to the states. Historic preservation reductions are contingent on the deletion of grants-in-aid to the states and the National Trust for Historic Preservation.

The increase in operations is related to a transfer in funding for national recreation and preservation programs, and to coverage of pay increases. But the fiscal 1984 request also reflects program increases of \$16.2 million and 196 FTE's (full-time equivalency positions) for park operations. As is noted in the budget, "these increases will restore the presence of uniformed staff in a number of parks in order to extend information and orientation services, and improve the Service's ability to protect the visiting public and park property."

The overall FTE total projected in the budget proposal would be 15,927, up from 15,845 in fiscal 1983. Of these, 15,047 would be in operations, an increase of 440 from last year. There will be an estimated total of 11,885 permanent positions in the coming year.

There is also a breakdown of estimated 1984 park management FTE's by activity—1,823 in management and administration, 72 in concessions management, 2,374 in interpretation and visitor services, 2,503 in visitor protection and safety, 4,960 in maintenance, and 1,812 in resource management. A separate listing gives FTE's in administration—195 in Washington, 671 in regional offices, 65 in data processing, 160 in "executive direction", and 49 in public affairs.

The budget also contains a wide variety of interesting statistical compilations, some of which follow:

- visitation over the last ten years has risen from 215,051,300 to 350,219,800, while appropriations rose from \$235.8 million to about \$855.2 million (1983 estimate);

- 200,000 hours of training are scheduled annually for 4,000 participants;
- there were 3,920 motor vehicle and boat accidents Servicewide in 1981;
- there were 2,405 search and rescue incidents in that year involving 3,061 visitors, with 821 injuries and 178 deaths;
- of the 8,319 felonies which occurred in 1981, 82 percent were crimes against property;
- the Service manages over 70,000 "culturally significant properties" and about 10 million objects;
- wildfires are up from 784 with 7,819 acres involved in 1977 to 907 with 237,607 acres in 1981;
- of an estimated 11,885 permanent positions in 1984, the numbers per grade will be as follows:
 

ES 6 - 1	GS 10 - 7
ES 5 - 4	GS 9 - 1,039
ES 4 - 4	GS 8 - 53
ES 3 - 4	GS 7 - 727
ES 2 - 5	GS 6 - 688
ES 1 - 2	GS 5 - 1,455
GS/GM 15 - 106	GS 4 - 570
GS/GM 14 - 230	GS 3 - 171
GS/GM 13 - 626	GS 2 - 10
GS 12 - 1,009	GS 1 - 2
GS 11 - 1,045	Ungraded-4,127

### The Anderson Article

Although the Jack Anderson article on the need for professional police in the parks has received wide currency, many people are still unaware of either its contents or the subsequent response by Director Dickenson.

Copywrite difficulties prevent our reprinting Mr. Anderson's syndicated column, but a brief summary should suffice.

After opening with a claim that "our national parks are being hit by an epidemic of muggings, rapes and drug trafficking," Mr. Anderson writes primarily of problems around Washington, D.C., particularly the use of some areas by drug addicts and pushers. He calls the Service's response to the problem "curious", charging that management has been letting the park police "whither away through attrition" and has instead relied upon "park rangers with little or no crime-fighting experience." Mr. Anderson also charges that the Service has downgraded crimes to less serious offenses "to fool the press and public."

Mr. Anderson then reports on the related complaints that "understaffed, overworked park police officers" took to Congressmen, which led to a commitment by the Secretary to set up a special narcotics task force for the parks.

Mr. Anderson concludes with the observation that his park police sources feel that the underlying problem is that

the Director and top Interior aides are discomforted by "having cops in their organization and favor the ill-trained rangers over the police", and claims that attempts are being made to remove park police captains from regional offices—"the only professional crime fighters who now ride herd on the park rangers' attempts to keep criminals from infesting our national parks."

The Director's response was a letter to the *Washington Post*, which follows:

I am deeply disturbed by the views expressed in Jack Anderson's column ("Arm of the Law has Short Reach in Park Lands") that appeared in the *Washington Post* on June 14.

I categorically deny any allegation of an "epidemic" of crime in the national parks. And I am saddened that a small number of ill-advised, anonymous park police officers can be taken as representative of the views of the United States Park Police.

A few facts for your consideration:

- Park Rangers serving in a law enforcement capacity are well trained. In addition to initial training at the Federal Law Enforcement Training Center in Georgia, they are required to have continued refresher training to retain their law enforcement credentials.
- The United States Park Police is an integral element of the National Park Service holding primary law enforcement responsibility in selected urban park areas; specifically, the National Capital Parks, in and around Washington, D.C., Gateway National Recreation Area, N.Y., and Golden Gate National Recreation Area, California.
- Senior officers of the Park Police coordinate law enforcement programs in the Service's geographic regions. Contrary to your report, I have not advocated eliminating this role for the Park Police.
- Although any crime in our parks is unacceptable, the crime rate in the parks is remarkably low. Last year, with nearly 350 million visits to our National Park System, including some urban sites in high crime areas, we recorded a total of 1,190 cases combined in the major felony categories for all 334 parks nationwide.
- During my 40 years of Federal service, I have been a ranger and I also supervised the Park Police. I have—contrary to Anderson's report—great respect for both groups and no prejudice for or against either.
- The unsubstantiated charges of a small faction are repudiated by the

leadership of the Park Police, just as they are by the National Park Service.

Law enforcement is—and will continue to be—an important element of the management program of the National Park Service. Allegations that crimes are not reported, or falsely reported in lesser categories, have not been substantiated in the regular management evaluations we make at each park. Such conduct would not be tolerated.

I think Mr. Anderson owes an apology to the proud professionals who have handled law enforcement for the National Park Service—police officers and rangers, alike.

## Housing

A Servicewide meeting with attendees from a wide variety of areas and all professional levels was held in Phoenix in the first week of May.

Participants looked in detail at OMB circular A-45, the Office of Management and Budget's guidelines on housing, and made recommendations to OMB on needed revisions (see the March Newsletter). These suggestions were submitted to the Department in writing a week later. Interior's George Sandberg and Jim Rodden have been meeting with OMB weekly ever since to work out new guidelines. OMB has been very receptive to the changes suggested by the Service, such as the proposed isolation adjustment factors. Their draft guidelines should be made available to the Department by the first week of August, whereupon Interior will bring together all the agency housing representatives for an evaluation of the proposals. These will then go to each agency for a 30-45 day comment period, then back to OMB. The target date for having it "approved, signed, sealed and delivered" is November 1st, after which the related Department handbook and NPS 36 will be revised.

## 025/26

It appears that the resolution of the ranger and technician series into one park ranger series may be forthcoming within the next few months.

On April 15th, Richard Hite, Interior's principal deputy assistant secretary for policy, budget and administration, wrote to Office of Personnel Management head Dr. Donald Devine, and asked that the "printing and distribution of the pending classification and qualification standards" be expedited, as three years have passed since the approval of the original plan for resolving this issue.

"Since these standards will potentially affect approximately 7,500 employees,"

## 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.

## Periodicals

J. Paul Price and Association member Bill Dwyer have written a short but provocative article on ranger law enforcement training in the March 1983 *Parks And Recreation Resources* entitled "Recreation Area Law Enforcement as a Performing Art: Some Implications for Park Administrators."

The authors point out that rangers are presented with the difficult task of performing law enforcement while still maintaining a "traditional friendly image."

"The conflicting pressures toward competency and restraint have drawn a fine line that rangers must walk in their protection role," they say, "and these same pressures have defined the nature of the law enforcement training and preparation which the ranger is, or should be, receiving."

While recognizing the necessity of regular police training with its emphasis on the application of "formal authority", they hold that competent law enforcement, particularly in parks, requires the development of skills that provide "the capacity to persuade people to comply without bending them into submission..."

The technique they suggest is role playing, because "competent law enforcement is a performing art." Rangers, like actors, play to an audience that will react to and evaluate them. Rangers, however, don't have the advantage of scripts and must perform extemporaneously.

Role playing gives rangers the opportunity to act out roles in a wide variety of contrived scenarios, thereby giving them a "variety of interactive skills to complement the training in the use of formal power."

"At a time when visitor management is becoming increasingly complicated," they say, "it is the wise administrator who equips rangers with the full complement of...physical and interpersonal skills...to make them equal to the task."

The June 1983 issue of *Outside* has an article on "Poachers In Paradise" by Will Baker, which deals with poaching of grizzlies and other animals in and around Yellowstone.

Baker begins with a recounting of the tracking and capture of one of the park's most notorious poachers, Edgar Howell, in 1894, which led directly to the passing of the Lacey Act, then jumps to a description of his contemporaries.

"Amongst the new legions of the unemployed," he says, "there are young men of spirit, bearing arms, who find that since the big outfits own all the minerals beneath the ground, and the farmers own all the water and crops above it, they must turn to public lands, our national treasure, for nourishment and profit."

And there is profit. The Oriental demand for aphrodisiacs made from elk horns is high, and a bull elk rack in velvet can go for \$1,500. A sheep rack may bring \$2,000. Grizzly bear gall bladders bring \$700 an ounce, dried, because Oriental doctors say they're a cure for cancer. Grizzly claws, used in jewelry, fetch \$250 apiece, and an entire hide can be worth \$5,000.

Baker interviews Joel Scrafford, senior resident agent for Fish and Wildlife for the area, who describes the new poachers as anything but "a throwback to the days of mountain men."

"The people I'm after do it for the money. Greed plain and simple."

Baker discusses at length the problems in catching such people, and notes that, for rangers, "policing the park can be a lonely, cold and dangerous job."

"During the summer these rangers number 125, but they are mostly busy keeping track of the 2.5 million tourists who are running into trees, drowning, setting fires, wrestling the bears, losing their children, or having heart attacks," he says. "Last winter there were only 22 rangers in uniform to cover (the park's 3,472 square miles)."

Baker also goes into bars in towns near the park to talk to poachers themselves, and their comments are revealing—tough, potentially violent, totally disrespectful of park philosophy. He also talks about the "playboy hunters", out to kill big game for status and prestige.

"It appears that our American myth—self-reliant man takes a livelihood from wild nature—is not so much empty as suffused with a sinister new energy," he says. "One sees the reasons all too clearly... Scarce resource, high profit. Inadequate protection, low risk. No investment, labor-intensive. Poaching is but another

old-fashioned way to get a stake: guts, hard work, cunning and luck...What's absent, or uncertain anyway, is that other quality...respect."

Association members Bill Supernaugh and Ro Wauer have an article on "Wildlife Management in the National Parks" in the July/August *National Parks* which provides a good, short-historical summary of Service wildlife management from 1872 through the present.

Beginning with Army protection of the bison herd at Yellowstone in 1883, they trace the evolution of management philosophy from the early favoritism of "good" animals over "bad" ones, through the ecological and scientific approach of George Wright in the 30's, the years of neglect while World War II raged, the rebirth of awareness that led to the Leopold Report in the 60's, and current efforts resulting from the "State of the Parks" report to Congress in 1980.

They conclude by arguing that "the successful perpetuation of wildlife populations within the parks" will depend upon the maintenance of an integrated resource protection program, continued efforts to understand resource relationships, and the "absolutely essential" establishment of a cadre of professional resource specialists.

"The management of resources is no longer a part-time job for half-trained people," they say. "It is no longer a game of responding only to the most visible issues. Wildlife management by benign neglect will no longer get the Service by for another year. The Park Service must abandon the trail-worn philosophy of greasing only the squeaky wheel, or else the sudden loss of the previously silent ones will as surely halt us in our efforts."

## Books

*The Making Of A Ranger: Forty Years with the National Parks*, by Lemuel "Lon" Garrison; Howe Brothers and The Institute of the American West; 352 pages. \$19.95 hardcover, \$10.95 paperback. Available through Howe Brothers, PO Box 6394, Salt Lake City, Utah 84106. (Add \$1.25 for mailing for first book, \$.50 for each additional book. Utah residents add 5% sales tax).

We often talk about tradition in the Park Service, but much of what passes down from ranger to ranger is oral and ephemeral in nature. Although there are a few books generally available to provide us historical background on the agency—such as William Everhart's *The National Park Service* and Horace Albright and

Frank Taylor's *Oh Ranger!*—few narratives exist that relate the experiences of our predecessors in the early years of the Park Service.

In that light, Lon Garrison's new book, *The Making Of A Ranger*, is indispensable reading, both as an eyewitness history of the Park Service from 1932 to 1973 and as a delightful personal account of life in parks throughout the system during those years. His experiences were so varied that there was little he was not involved in during his career, and a reading of his book provides new perspectives on our common heritage as rangers and insight into the evolution of the modern Park Service.

The core vision that inspired Lon in his career (and which led so many of us to also join the Service) is stated at the outset: "The force that drove me all those years was a great sense of wonder which led first to awe and then identity with this living force we call Mother Nature. The unity of the natural world and my role in it was my message; evangelism became my purpose. I *had* to share my vision with others—and with whom more appropriately than park visitors?"

Lon traces this inspiration back to tales of heroism and frontier adventure which he read as a youth. Then in 1913, when ten years old, his family traveled cross country, largely on primitive roads, to their new farm in Boise Valley in Idaho. Between explorations of this new environment and the education he was receiving in science, Lon became much more aware of the world around him.

"Suddenly," he says, "a lot of my reading made more sense, and I became an incurable naturalist...I was a pheasant hunter, but not a very good one. My aim was terrible and I spent too much time looking at everything else."

But Lon was not satisfied with this alone. Inspired by dreams of "exotic adventure", he put in for a summer job as a forest guard in Alaska's Chugach National Forest in 1929, and was immediately offered a position.

Following a humorous and adventurous trip north as a stowaway on a passenger ship, Lon took up his position at the Lawing ranger station and was soon oriented to the Forest Service precepts of founder Gifford Pinchot.

"His philosophies of the greatest good for the greatest number for the longest time were tremendously inspiring and appealing," says Lon. "For their time they were true inspiration and idealism."

Lon's summer was spent chasing down fires by railroad car and on foot, learning Alaska's history, and discovering ways to improvise on the frontier. After a winter spent as a teacher in Juneau, where he met

and married his wife, Lon returned to school to finish his degree, and here learned of seasonal work in the Service. In 1932, he became a ranger at Lodge Pole in Sequoia at a salary of \$117.50 a month (all salaries having just been cut by 15 percent as an economy move).

Operating out of a tent with a U.S. flag overhead and communicating by a crank telephone mounted on a nearby tree, Lon began conducting ranger business and learning about the Park Service and how its philosophy differed from the Forest Service.

"National forest conservation was geared to the harvesting of lumber," he recalls. "But in some way my short time in Sequoia had introduced me to the possible alternative use of the same forest resource just for public enjoyment and inspiration. In some ways the 'rightness' of park preservation, of the concern for identity with natural law, was impelling to me."

Lon goes on to describe the forces and elements at work in this new agency, then only 16 years old, and the tremendous spirit and zeal of the early park staffs: "From the superintendent to the maintenance and sanitation people we were idealists."

But there are anecdotes as well, about difficult rescues, adventures with CCC employees, confrontations with balky mules, first dealings with bureaucratic paperwork (regulations on horse food rationing) and a wealth of other memorable stories and descriptions.

"It was a fulfilling job," he says. "A job? It was a way to be fully alive and overflow with love. It belonged to me; I belonged there. I was the ranger."

In 1936, Lon got his first permanent position at Hetchy in Yosemite overseeing a 500-man construction camp ("the job description specified that this was an extremely hazardous situation, because 3.2 beer would be available in the camp store"). Lon had no problems, though, except for a couple of professional gamblers fleecing the men. In another situation, however, he relates the harrowing experience of unknowingly arresting, without benefit of weapon, then releasing one of the FBI's ten most wanted criminals.

Despite already evident problems of crowding and resource impacts, Lon again talks about the "blazing idealism of Mather and Albright" which was still so prevalent, and fills his narrative with wonderful anecdotes and tales of his fellow rangers—a rescue at Glacier Point, an overniter caught in a blizzard at Wawona, experiences with Valley campers.



*Lon Garrison*

*The author as a seasonal at Sequoia in 1932.*

From Yosemite, the Garrisons moved to Hopewell Village, where Lon became superintendent. His budget there was \$6,000 a year; his salary up to \$2,600. But he loved the job—"I liked Hopewell because of its honesty"—and learned a great deal about both historic parks and community relations.

Hopewell was followed by a short stint in Washington, then, during the war years, a move to the assistant superintendency of Glacier. Due to the demands of the war, the parks were operated at a bare minimum.

"It was a time," he says, "for holding the line, catching up on record keeping, and for thinking."

It was also a time for improvisation. He recounts the many techniques employed to get things done in these hard times, the most amusing of which was the drafting of a tipsy hitchhiker who'd passed out in the park as a summer long fire lookout. There are also tales of firefighting, of intra-park socializing in the cold Montana winters, of innovative procedures for land acquisition, and of combatting Japanese paper balloon fire bombs.

Lon's next positions were an assistant superintendency at the Grand Canyon, where, among other things, he got involved with some interesting VIP visits, and a superintendency at Big Bend, then (1952) a new unit in the system. This position involved working with a new concept, "a park of recycled land."

"I was enthused with the drama of a love of natural process," he says, regarding restoration of depleted lands to their

natural state. "We had not done right by this land, but we could give it another chance and it would bloom again in the sense that it would fulfill its role in the series of microcosms of which our world is made."

Being next to the Mexican border, the job was also an exercise in international relations, and an education in semi-legal and illegal smuggling.

From here, Lon moved into the new position of chief of protection for the Service in Washington, a job which soon became secondary to his role as chairman of the Mission 66 steering committee, a project whose beginnings he expounds on in some detail.

Then followed the superintendency of Yellowstone, where he became intimately involved with the rekindled Service concern over resource management, and briefly described jobs as regional director of Midwest and Northeast regions, and as superintendent of Albright Training Center.

Lon concludes his book by emphasizing the "quiet and sacred mystique" of both natural and cultural areas within the system, but, rather than draw conclusions, leaves the reader with some pointed and open-ended questions about the ultimate value of the parks to the people of this nation.

"Do we treasure them? Can we find ways in our eager land management formulas to rediscover their intangible ideals, to structure organization that will care for them, to articulate the formal political language needed in statements of purpose, environment, objectives, standards, master plans and legislation?" he asks. "Or are we locked irretrievably into an economic measure, and can only ask, 'What good are they?'"

This book is recommended to rangers in all areas of the Service who want to better understand our origins and evolution as a profession, as practitioners of a still-radical environmental philosophy, and as bearers of the near mythic title of "ranger".



*Yosemite Research Library*

*The ranger office in Camp Number Seven at Yosemite as it appeared in 1937.*

## Commentary

### A Private Preservationist's View Of The Public Preservationists

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For nearly 70 years, the ranger force of the National Park Service has been the backbone of the federal government's public *service* responsibility for preserving our natural and cultural heritage. For a roughly similar period, the major national conservation organizations which deal with national park issues—National Parks & Conservation Association, Sierra Club, National Audubon Society and the Wilderness Society—have attempted to serve a similar public interest by defending the national parks from the effects of *commercial/industrial development*, and from the politics and ever-changing policies of Administrations and Congresses.

As our two forces have evolved on parallel courses, we have sometimes disagreed and fought over policies but, more often than not, have complemented each others' efforts. However, as with any institution or any relationship, there is always room for improvement.

Private conservationists often fail to understand, in our enthusiastic defense of the national park resources, that the *System* is inseparable from the *Service*. We are quick to protest a power plant adjacent to a park boundary or to support a new addition to the System, but often fail to respond to personnel ceiling cuts, reorganization schemes with political motives, or other actions of Administrations or Congresses which weaken the Service, but which have no immediate or apparent impact on park resources. We on the outside need to be more responsive

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“Commentary” is a new section which will present guest opinions by people from outside the Service regarding the ranger profession. We will invite divergent, thought-provoking essays in order to bring about discussion of important issues, but the Association does not necessarily endorse any of the viewpoints appearing here.

This issues “Commentary” is by T. Destry Jarvis, Director of Federal Activities For the National Parks and Conservation Association, an organization whose “responsibilities relate primarily to protecting, promoting, and enlarging the National Park System, in which it endeavors to cooperate with the National Park Service while functioning as a constructive critic.”

to these internal agency problems which erode or impede the professionalism of the Service.

On the other hand, rangers have tended to put *too much* emphasis on the “skills” associated with law enforcement and search and rescue (admittedly necessary), while putting *too little* emphasis on maintaining frequent, friendly, face-to-face contact with park visitors and on fulfilling the traditional role of the action-implementing arm of the natural/cultural resource management program for each park.

In recent years, too many Service professionals have been “resting on their laurels.” The fact that the vast majority of the general public retains a highly favorable image of the “park ranger” should not be allowed to be dissipated. Rangers, perhaps through ANPR, or individually, should see to it that there is no further reduction in the opportunity for interaction with visitors. The fact that rangers are an object of deep affection for most Americans should be used by the Park Service to benefit the parks.

Despite an increasingly complex responsibility and mission which, in recent years, has faced its greatest challenge of politicization, the Park Service has, for the most part, maintained its professionalism. Despite serious pressure, most senior management positions continue to be filled by Service professionals. But every career ranger in the Park Service should be well aware that he/she currently faces a major turning point for his/her own future and that of the Service.

A combination of many factors from the late '60s to the late '70s have led to a pronounced shift in emphasis in the ranger ranks, from the traditional “Man for All Seasons” role to that of the cop. These factors included a real need for better law enforcement capability; the institutionalization of environmental awareness with resultant specialization in resource protection functions separated out from ranger duties; the rapid growth of the System without a concomitant growth in personnel ceilings; and repeated agency reorganizations, realignments, and procedural shuffles which have created confusion and adversely affected agency morale.

The universal popularity of the units of the national park system, with the resultant high profile/visibility of the National Park Service compared to other federal agencies, has been both beneficial and detrimental to the mission of the Service. Beneficial in the sense that the parks have perhaps the broadest and deepest consti-

tuency of popular support of *any* federal program. Detrimental in that this popularity/visibility makes it essential that every Secretary of Interior try to control not only policy but how the Service does business. Every Congress takes advantage of the Service's popularity in order to gain great constituent support by pursuing actions involving national parks.

The career professionals of the Service must recognize these two factors and turn them both to long-term advantage. Unfortunately, the Service today is unable to use either appropriately.

So long as the Service is subject to political pressures, it will not have the professional freedom to carry out the full intent of its mission or take full advantage of its popularity. I might say, “let rangers be rangers,” but that has a certain ring of ideological zealotry to it.

Recognizing that, as career Service professionals, rangers individually can do very little to change the *larger* political forces which shape the future of the national park system, there are, nevertheless, actions to be taken to benefit the System and the Service.

Rangers must work together to not only ensure the continued *opportunity* for direct responsibility in carrying out resource management projects, but also must be certain to fully and professionally carry out their resource management functions where they *do* exist. Turning down resource management opportunities in order to preserve ranger skills or patrol duty is the surest way to guarantee that these duties will be taken away from the ranger force.

Park resources *will* be protected, if not by Service rangers, then by a new force or resource managers. You must also assure that you are properly trained in resources management. The extent and nature of threats to park resources revealed by the 1980 State of the Park Report clearly indicate that the problems facing the national parks are far too complex for anyone not well trained in resources management to cope with.

In conclusion, it should be clear to even the casual observer that the national parks of the 1980s face their greatest challenges, as does the National Park Service.

The survival of both System and Service, which are essential to the preservation of our heritage as a nation, may legitimately be said to be in some doubt. Preservationists both inside and outside of the Service must work more effectively together if the crisis of the integrity of the National Park Service, and the national park system is to be overcome.

## 36 CFR Revisions

*Continued from front*

clarification of the Service's position on this issue. Public comments supported this clarification by a margin of 1,584 to 137.

The public comment period also brought to light the fact that there was unauthorized trapping occurring in 13 park areas: Assateague, Bighorn Canyon, Buffalo River, Cape Cod, Curecanti, Delaware Water Gap, John D. Rockefeller, Jr. Memorial Parkway, Lake Meredith, New River Gorge, Ozark Riverway, Pictured Rocks, St. Croix, and Sleeping Bear Dunes. The legislation for these areas specifically authorized hunting, but not trapping. At the present time, trapping is *specifically authorized* by Congress in only 10 units of the National Park System outside of Alaska.

The final rule makes clear that in units of the park system where hunting and trapping activities are *not* expressly authorized, resource management for purposes of wildlife use and control is accomplished only under a more stringent statutory scheme. In furtherance of the management responsibility of 16 U.S.C. Section 3, as well as that of other sections of the NPS Organic Act, 16 U.S.C. Sections 1 *et seq.*, it is sometimes necessary to reduce populations determined to be "detrimental" to the use of an area and its statutory values. In these situations, it is the policy of the Service to authorize private individuals to accomplish this task through a controlled harvest program. This approach will be utilized when a finding of "detriment" based on scientific documentation, has been made by the superintendent, and it is determined that removal is an acceptable method of resource management.

This approach is consistent with legislation governing the national park system. In Section 1c(b) of the Park Service's Organic Act, it is stated that "[e]ach area within the national park system shall be administered in accordance with the provisions of any statute made specifically applicable to that area." A similar requirement is set forth in Section 1a-1, where it is provided that "[t]he authorization of activities shall be construed and the protection, management and administration of these areas shall be conducted in light of the high public values and integrity of the national park system and shall *not* be exercised in derogation of the values and purposes for which these various areas have been established, ex-

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cept as may have been or shall be directly and specifically provided by Congress."

Another major comment area concerned the applicability of the regulations to privately owned lands and waters and to easements. In accordance with 36 CFR Section 1.2, National Park Service regulations do *not* apply to privately owned lands, including Indian lands. The exception to this rule is privately owned land over which a state has ceded police powers to the United States. If a state cedes exclusive, concurrent or partial jurisdiction over either public or private lands or waters, then the United States exercises legislative jurisdiction over these lands and waters. (The term "legislation jurisdiction" is defined in Section 1.4).

The revised regulations apply to privately owned lands and waters *only* if the regulation specifically states that it applies to such lands and waters. Ten of the provisions in this document are so applicable. Five of these 10 regulations have been applicable to privately owned lands and waters under earlier codifications of the CFR, and an additional five regulations have been made applicable. This is in response to many landowners, both private and commercial, who have frequently requested that the Service take steps to protect their property rights and ensure public safety.

These 10 regulations are as follows:

- Section 2.2 Wildlife protection (currently applicable)
- Section 2.3 Fishing (currently applicable)
- Section 2.4 Weapons, traps and nets (currently applicable)
- Section 2.13 Fires (currently applicable)
- Section 2.22 Property (lost and found, impoundment and disposition provisions (new))
- Section 2.30 Misappropriation of property and services (new)
- Section 2.31 Trespassing, tampering and vandalism (new)
- Section 2.32 Interfering with agency functions (new)
- Section 2.34 Disorderly conduct (new)
- Section 2.36 Gambling (currently applicable)

These revised rules are also applicable to less-than-fee interests to the extent of the *acquired* Federal interest and compatible with the retained nonfederal interest. For example, if the easement agreement permits public access, then the regulations in Parts 2 and 3 governing public use will apply. If a scenic easement has been acquired, the Service may promulgate special regulations necessary to protect that interest.

The proposed rule authorized fishing and the taking of aquatic wildlife in accordance with state law. Aquatic wildlife

was defined to include frogs, turtles, crabs, clams, mussels, cray fish and lobsters. Numerous commenters objected to this interpretation of fishing. In response to these comments, the National Park Service determined that this broadened interpretation of fishing was inconsistent with past administrative practice and policy to conserve and protect park resources and the wildlife therein. Consequently, the final rule authorizes only fishing, in accordance with state law. "Fishing" is defined in Section 1.4 as the taking of bony fish, sharks, salt water mollusks or crustaceans. The taking of other aquatic wildlife, such as frogs and turtles, is *not* authorized, nor is the taking of mollusks or crustaceans in fresh water.

Many individuals commented on the inappropriateness of activities such as snowmobiling, hang gliding, and aircraft use within park areas. In response to the significant public comment on this issue, and in an effort to provide greater uniformity in regulating special uses within park areas, the final rule requires special regulations to authorize the use of "aircraft" and "snowmobiles." Parks in which these special uses are ongoing, and which do *not* have special regulations in place should critically evaluate the appropriateness of the special use *before* coming forward with a special rule to allow its continuation. It is the policy of the National Park Service that, generally, snowmobiles and aircraft use within park areas are *not* appropriate activities.

It should be noted that the definition of "aircraft" *includes* hang gliders and ultralights. The term "snowmobile", however, *does not include* off-road vehicles (ORV's), such as 3-wheelers, or other types of all terrain vehicles. This use is regulated under the provisions of 36 CFR Section 4.19. This provision prohibits ORV use in park areas except in national recreation areas, national seashores, national lakeshores, and national preserves. And, furthermore, special regulations must be promulgated in these areas.

### General Objectives

The drafters of the revised general regulations had several overall objectives. The first was the elimination of the three management categories—natural, historical, and recreational. These categories were administratively established in the mid-1960's by grouping park areas with similar legislative requirements. Rapid expansion of the national park system, changing land use, and other external factors resulted in a divergence from the traditional concepts concerning appropriate activities within park areas. As a consequence, the management categories were determined to be too rigid and did not provide the flexibility to properly manage public use and natural and cul-

tural resources within park areas. The Service discontinued its use of the management categories in 1975, and the general regulations were never revised to reflect this change.

Another major objective was to develop rules which could be clearly understood and followed by the public and by National Park Service managers and employees. More consistent Servicewide application and enforcement of the regulations was sought. An expanded list of definitions was prepared. The terms defined in Section 1.4 have been developed for Servicewide use. A major objective in the development of these definitions was the achievement of consistency in the use of regulatory terms. These new definitions (54 in all) should be used in *all* future regulations, whether general or special, unless a strong justification can be made for an exception.

A final overall objective was the elimination of park-specific (Part 7) regulations which were determined to be unnecessary or duplicative because of anticipated revisions to the general regulations. A second regulation, also published on June 30 and effective October 3, deletes 65 Part 7 regulations. The rule also makes minor, technical revisions to regulations codified in 36 CFR Parts 4, 6, 7, 9 and 13, such as changing section or paragraph references.

### New Provisions

Only five provisions in the revised regulations are completely new: Section 1.1 (purpose), Section 1.6 (permits), Section 1.7 (public notice), Section 2.32 (interfering with agency functions), and Section 3.2 (NPS distinctive identification for boats).

Of those five, two merit special mention here. Section 1.6, concerning permits, establishes a basic procedure for the application, processing and revocation of permits issued pursuant to specific regulations. The term "permit," as defined in Section 1.4, means a written authorization to engage in uses or activities that are otherwise prohibited, restricted, or regulated. Permits may be issued *only* when specifically authorized by another regulation, 16 of which exist in the new 36 CFR: Sections 1.5, 2.4, 2.5, 2.10, 2.12(2), 2.17, 2.38(2), 2.50, 2.51, 2.52, 2.60, 2.61, 2.62 and 3.3.

The new Section 1.6 contains standard permitting criteria which must be applied, whether in general or special regulations. There are four regulations, however, which have permit criteria articulated in the body of the rule—Sections 2.5, 2.50, 2.51, and 2.52. It should also be noted that all of the permit provisions (except Sections 2.51 and 2.52, which concern First Amendment activities) authorize the superintendent to either revoke or sus-

pend a permit, or impose criminal sanctions for its violation, depending on the circumstances.

Section 1.7, public notice, provides notification methods for the controls of Section 1.5, closures and public use limits. These two regulations should be read carefully and used in tandem.

The designation process specified in Section 1.5 gives the superintendent limited discretion in allowing activities within park areas provided they are *not* contrary to Federal statutory law or in derogation of park values. Designations that allow a relaxation from Servicewide regulatory restrictions are specifically provided for in the individual regulations in 36 CFR Parts 2 and 3.

Superintendents are *not* authorized to use Section 1.5(a) authority to relax Servicewide regulatory standards except where the authority is directly and specifically provided in a regulation, *i.e.*, where the word "designation" is used. Designations need not be retroactive, but can be implemented beginning October 3. All existing designations (closures, openings, restrictions, public use limits, permit requirements), however, should be reviewed and added to the park's compendium, which is required under Section 1.7(b).

Pursuant to Section 1.7, superintendents shall choose whatever method, or combination of methods, that will appropriately advise park users of such controls. In selecting the method of public notice, it is intended that the superintendent consider a variety of concerns including, but not limited to, the nature of the use affected, points of access, the number of users likely to be involved, the

compatibility of the means of notice with the park environment, legal requirements, and the effectiveness of alternative means. These methods should emphasize communication as a means to ensure voluntary compliance.

Numerous new provisions appear throughout other sections of the regulations. Section 2.1(b) addresses the resource damage that occurs in park areas where park users shortcut between portions of the same trail or boardwalk, or shortcut to an adjacent trail or boardwalk. This regulation provides the superintendent with the authority to prohibit leaving a trail for the purpose of shortcutting to the same or an adjacent trail segment. In many park areas this practice causes severe erosion or poses a safety hazard to other park users.

Paragraph (d) of Section 2.1 is intended to clarify the Service's policy on the taking, use or possession of fish, wildlife, or plants for ceremonial or religious purposes. Such taking, use, or possession is prohibited except where specifically authorized by Federal statutory law, treaty rights, or in accordance with *authorized* hunting, trapping or fishing activities. This provision is also intended to cover activities undertaken by Native Americans.

The revised wildlife protection (Section 2.2) and fishing (Section 2.3) regulations each contain a new provision authorizing inspection checks. Authorized personnel have authority to conduct inspections of hunting and trapping licenses and permits; fishing licenses and permits; hunting and trapping equipment, creels, tackle and fishing gear; and wildlife and fish that



Bob Panko  
Rangers Bill Hudson (left) and Dave Laclergue complete a car stop on Skyline Drive in Shenandoah. The new CFR prohibits possession of open containers of alcohol in motor vehicles.

have been taken. These provisions conform Park Service authority to that of most state agencies. They are not, however, intended to enlarge or diminish in any way existing law enforcement search and seizure authority.

Paragraph (d) of Section 2.3 prohibits the use of live or dead minnows, amphibians, nonpreserved fish eggs or fish roe as bait in *fresh* water areas, except as designated. No waters may be designated, however, unless *all* of these criteria are met: (1) non-native species are already established; (2) the introduction of additional numbers or types of non-native species would not impact populations of native species adversely; and (3) park management plans do not call for the elimination of non-native species. This paragraph also prohibits commercial fishing, except where specifically authorized by Federal statutory law or regulations.

Section 2.5, concerning research specimens, establishes the procedure for individuals to collect plants, fish, wildlife, rocks, or minerals from park areas. A new provision, paragraph (d), provides limited authority for collecting that requires the killing of plants, fish, or wildlife.

If a specimen collection permit is sought for activities that contemplate the killing of plants, fish, or wildlife, certain restrictions apply depending on the particular park area for which the permit is sought. If the permit is sought for a park area in which the enabling legislation *authorizes* the taking of wildlife, the permit may be issued only if the superintendent determines that collection of the specimen for such activities as research, baseline inventories, monitoring or impact analysis.

If a permit is sought for a park area in which the enabling legislation *neither authorizes nor prohibits* the taking of wildlife, the permit may be issued only if the superintendent, in a *written finding*, determines that the collection: (1) will not result in the derogation of the values or purposes for which the park area was established; and (2) has the potential of conserving such plants, fish, or wildlife.

No specimen collection permits that contemplate the killing of plants, fish, or wildlife may be issued for those park areas in which the enabling legislation *prohibits* such activity. There are 15 park areas with this statutory provision—Crater Lake, Glacier, Great Smoky Mountains, Hawaii Volcanoes, Isle Royale, Lassen Volcanic, Mammoth Cave, Mesa Verde, Mount Rainier, Olympic, Rocky Mountain, Sequoia, Shenandoah, Yellowstone and Yosemite National Parks.

The revised audio disturbance regulation, Section 2.12, prohibits noise producing devices if they exceed one of two standards. The first is a noise level of 60 decibels measured on the A-weighted scale

at 50 feet. A second standard or test has also been added in park areas where a decibel meter is unavailable or where reasonableness calls for a lower level of noise, such as in crowded campgrounds, during interpretive programs, and at night when individuals are sleeping. The standard here is whether the noise is reasonable considering the nature and purpose of the actor's conduct, location, time of day or night, or impact on other park users.

Another substantive change occurs in Section 2.35, alcoholic beverages and controlled substances. The two offenses, separate in earlier codifications, have been combined in this final rule. One provision of this regulation prohibits the possession of open containers of alcoholic beverages in motor vehicles. The application of this regulation is limited to drinking or possessing an open container of alcohol within the passenger area of a motor vehicle or the cargo area of a motor vehicle, such as a pickup bed, when that area is used to transport passengers. This provision directs that open containers may be stored in the area of a motor vehicle designed for the transportation of luggage, or in the case of motor homes, the areas designed for storage of food and beverages, such as cupboards or refrigerators. It is *not* intended that this prohibition apply to motor vehicles, including vans and motor homes parked in designated camping and picnic areas, or other designated areas where food and alcoholic beverages may be consumed, or are being prepared for consumption.

Another provision of Section 2.35 provides the superintendent with the authority to close all or a portion of public buildings, structures, vessels, parking lots, picnic areas, overlooks, walkways, gravesites, commemorative areas, historic areas, or archeological sites within a park area to the consumption of alcoholic beverages.

The authority to close facilities to the consumption of alcoholic beverages will allow superintendents to take steps to eliminate activities that threaten resources and facilities or their enjoyment by the public. However, the Service is equally concerned that the consumption of alcoholic beverages in a park area not be unnecessarily or unfairly curtailed due to the actions of a disruptive minority of the visiting public.

Closures of a greater magnitude than those authorized in Section 2.35 (*i.e.*, proposals to close an entire park area to the consumption of alcoholic beverages) may *not* be expanded by using the authority of Section 1.5. Such closures will require the promulgation of special regulations to ensure full public involvement and compliance with the Administrative Procedure Act (5 U.S.C. Section 553).

The special events regulation, Section 2.50, has been revised to make a long-standing Service policy a regulatory requirement. Section 2.50 authorizes the holding of special events (pageants, regattas, entertainments, sporting activities) *provided* there is a meaningful association between the park and the event, the observance contributes to visitor appreciation or understanding of the park, and a permit has been issued by the superintendent. It is intended that special events will *not* interfere with or be given priority over the use of the area for activities involving individual participation of visitors.

Part 3 of the final regulations, boating and water use activities, adopt commonly used Coast Guard regulations by cross reference. It was determined that to codify all pertinent Coast Guard rules in 36 CFR would be impracticable, and would require constant monitoring and change. Service personnel and the boating public will be required to consult the appropriate Coast Guard regulations. Section 3.1 recognizes the U.S. Coast Guard laws and regulations as the guiding Federal standard for boating, but provides ability to enforce state or National Park Service regulations where there is specific need.

### Some Final Thoughts

The *Federal Register* publication of 36 CFR Parts 1, 2 and 3, contains two major parts—the preamble (divided into an analysis of comments and section-by-section analysis) and the regulations themselves. *It is essential that the preamble to these rules be retained as an historic document.* The preamble will *not* be codified in the *Code of Federal Regulations*, but is extremely important to show the regulatory intent of this document. The 1983 edition of the CFR, published as of July 1, will include both the old and new regulations carefully delineated and separated. The new rules, effective October 3, will appear first, followed by the old regulations which will be in effect through October 2. By the time the 1983 CFR reaches the parks and regions in early 1984, the new rules will be effective.

These final rules are truly your regulations. My thanks to all of you who contributed so significantly to their review and development. Each time the document was transmitted to the field, the comments came in, and the product improved. It was a long process, but for those of us who worked on it, well worth the effort. My special thanks to Mike Finley (Alaska Regional Office) and Carl Christensen (Gulf Islands) who saw the project through from beginning to end.

Any volunteers to revise Part 4?

## Stress Management For Rangers

Mike and Jan Hill, Shenandoah

Scene one:

"210, 785, we have an unconfirmed report of a person who has fallen at South River Falls, no further details."

"214 responding from Big Meadows"

"Rescue II, in service, Big Meadows south"

"231 in the Crash Truck, Big Meadows south"

"740, 202"; "740"; "211, 122 and myself, in service Big Meadows south"

"214, let us know what we have as soon as you can, Rescue II provide radio relay from South River Overlook."

What we had was a 22 year old white male who had fallen about 30 feet straight down and bounced another 20 feet or so. He had a closed head injury, fractured facial bones and a possible broken arm. He was also delirious, extremely combative and the evacuation problem was compounded by a very wet rocky trail and lots and lots of stinging nettles. The Crash Truck decided to die enroute, so we had to strip it of our backcountry EMS goodies and its driver on the way by. We couldn't hit the repeater, so all communications with the hospital had to go through a relay person. To top it off, we almost got the rescue van stuck on its way out with the patient on board. *That's* stressful, folks.

Scene two:

It's about 80 degrees in the entrance station kiosk. You've asked for the "two dollar daily entrance fee" so many times that your throat is dry. Then you have to explain, again, for the umpteenth time that the two dollar ticket is really good for five days. The cars are beginning to stack up when a car full of foreign visitors who don't speak very good English want to ask some questions. It's easier to try to answer their questions than it is to explain directions to an information station that is all of 400 yards away. You try. The guy in the car two cars back sticks his head out of his window and yells for all the world to hear "Hey! Move it along up there, my radiator's boiling over!" That, too is stressful.

A lot has been written about stress and its effects on people lately, some of it very good and some questionable. Yet there

Mike and Jan Hill have participated in training seminars on stress management for EMS, and have a continuing interest in the subject.

are some things that we as rangers and supervisors can and should be aware of. Why? Because the stress response is a very powerful one that can either increase our performance to its optimum level or push us over the top of the curve and rather rapidly decrease not only job performance but our satisfaction with life in general.

Dr. Hans Selye has studied the stress response since the 1930's. He has described both "eustress", which is "good stress" which actually improves performance, and "distress". They are one in the same, because the stress response is the same. When a person reaches distress, it is simply too much of a good thing.

Selye has also described two general types of stressors. "Intrinsic stressors" are either substances or situations that stimulate the sympathetic nervous system. These are things we really have no control over, and, if we are exposed to them, trigger stress responses. The list includes such things as caffeine, nicotine, high volume noise, and flashing lights. "Extrinsic stressors" are things we can do something about. They are defined as psychophysiological responses to stimuli. They are situations that are perceived by the individual as threatening, challenging or otherwise undesirable. Selye has said that "it is not what happens to you that matters, but how you take it."

The stress response is one of the body's ways of trying to survive in a hostile world. Among other things that happen in the body, the heart rate goes up, the blood pressure goes up, muscle tension increases, adrenalin and noradrenalin are released in the blood stream, and the adrenal cortex and thyroid gland are stimulated. All of this serves to help us either fight or run away from whatever the threat may be. The trouble is that we no longer wear animal skins and fight sabretooth tigers with a rock on the end of a stick. But those things we perceive as threatening still trigger that same response. If it happens too often or lasts too long, our bodies aren't set up to cope with it. After all, either you eat the bear or the bear eats you; either way it's over in just a few minutes.

The stress response can improve our performance, but too much of it too often is bad for us. What can you do to stay as close as possible to the top of the curve? First and foremost you must be aware of the effects of stress, first in yourself and then in the folks around you. There are many lists of bad things that can happen to you from too much stress. They range from high blood pressure through ulcers and neurodermatitis to anxiety and depression and on down to alcoholism, maladaptive eating habits, nicotine abuse (smokers and chewers both), and even caffeineism. There are many more. The

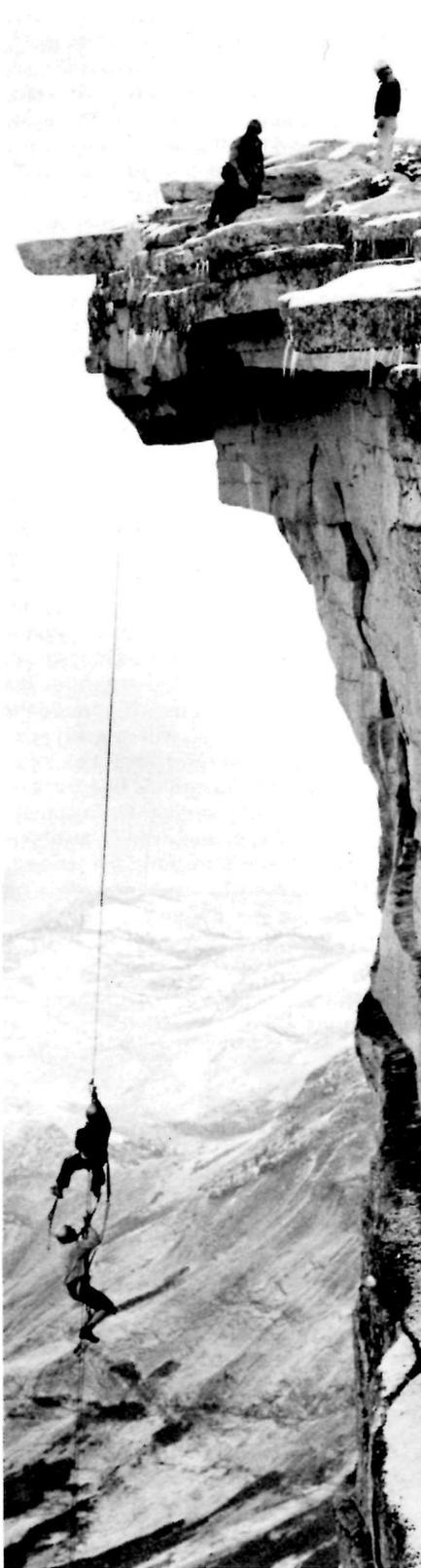
point is that if a person is showing these symptoms, they are well past the top of the curve. Of course, the ultimate end of the stress-upon-stress syndrome is the phenomenon known as "burn-out". EMS magazines are full of stories about paramedic burn-out. Look around you. There are more than a few rangers in that category or close to it.

A holistic approach to personal health and fitness is advocated by the people who make their living studying stress. The holistic philosophy is not a cult belief out of L.A., but a way of thinking about strengthening the whole human organism to 1) manage stress effectively and 2) develop strategies for dealing with excessive stress. There are two areas where we as rangers and ranger supervisors can have the most immediate and valuable impact on stress and its effects on the ranger profession, individual stress management skills, and creative supervision.

It is important to remember that if we strengthen one aspect of the organism, at least as regards stress, we strengthen all other parts. Physical fitness, mental fitness, overall general health, and attitude or outlook all combine to contribute to our overall ability to deal with stress. Here are some suggestions, gleaned from a wide variety of sources, that may be of value to you. Try them. If you like them and they work, keep with them. If not, try something else.

Manage yourself. Organize your personal time and energy expenditures. First, decide what's really important to you. Invest yourself in those things. Set goals and progress steadily and gently toward them. Be easy on yourself. If you are at least heading in the right direction, you have a whole lifetime to get there. If you say yes to something, really mean it. If you don't or can't really mean it, say so. How often do we get "railroaded" into doing something we really don't want to do? Set priorities on your time and your life. Above all, be easy on yourself. Pace yourself. Most of us work in seasonal parks with a frenzied season and a laid back season. Make some "laid back time" for yourself during the busy season and put some spice in you life when it's slow.

Work on how you react with your environment and the people in it. Form satisfying friendships. Really listen to those around you. Try to hear what they mean as well as what they say. Practice "fighting fair". State your beliefs and opinions clearly and simply and realize that while you may not agree with what a person says, you don't necessarily dislike that person. Mutual respect, not necessarily agreement, is what makes us such a strong organization. Learn to recognize and fall back from pressures or situations that you neither like nor can control or change. A corollary to "If it ain't broke, don't fix it" is "If you can't fix it, don't mess with



*Stress can be brought on by a variety of situations—from repetitive work patterns to hazardous rescues like this one.*

it.” Try fixing up your total environment—home, office and/or patrol car—to make it more enjoyable to be in.

How you look at situations determines whether or not you perceive a threat and how great that threat is. (“Problem? What problem? We don’t have problems, just solutions”—John L. Chew.....all the time). Problems really are just other ways to describe challenges or opportunities. We also need to accept the simple fact that there are things that we can’t fix, and that won’t go away. There are some things that we, for whatever reason, cannot do and cannot know. We need to talk quietly to ourselves and gently remind ourselves that, although these things do exist, they are no personal reflection on ourselves or our abilities. The old “can do” attitude can and often is carried to extremes and we (individually and collectively as an organization) are most often our own worst critics. We should take it easy on ourselves. Life’s too short.

A rather large area that is almost always mentioned in the popular press when stress is discussed is the area of fitness. Health and fitness are the collective catch-alls for those things that we do to make the human organism stronger and more resistant to the debilitating effects of stress.

So what do we do? Stress the organism to make it more resistant to stress. The body reacts to proper exercise by making itself stronger so that the stress of the activity isn’t so stressful. Sound confusing? A body that is stronger, more flexible and has more endurance is an easier body to live in. From carrying out an injured person to carrying a bag of groceries, if it takes less effort, it is, by definition, less stressful. At the same time, the body needs time out to re-group. Rest and relaxation are as important as exercise. Finally, the body needs fuel. Healthful, adequate nutrition at proper intervals (how many of us skip breakfast?) is as important as any of the other things. A *balanced* life—that is the essence of the holistic approach to managing stress.

Creative supervision is really just good supervision. There are many things that we as supervisors can do to make the working lives of our subordinates less stressful. Not only does this make them feel better, it also tends to increase their performance. If it works for corporations like IBM, it ought to work for us.

Facilitate communication. Reduce or eliminate the organizational games. Take the hidden agendas out of the closet or get rid of them. Avoid passing the buck (up or down) and playing power games. Instead, be “up front”. Stand up for what you believe while respecting the rights and feelings of others. Be clear, both up and down the chain, about work roles, learning goals and evaluation criteria and pro-

cesses. The communication process in doing a good evaluation is a prime factor in reducing stress. The old standard—“Here’s your evaluation, read it and sign it”—is counter-productive. Talk to the people you work with, not only about what you expect but what they expect, want and need. Evaluation is an ongoing process, so communication should be ongoing as well. Do whatever you can to enhance the work related skills of your subordinates. This not only makes them better employees but really shows that you care about them and their future prospects. Help them develop and progress toward their goals. They win, you win and the Service wins.

Do what you can to decrease their job pressures. Allow enough time for the “new guy” to build up to full performance level gradually. How many of us have arrived at a new assignment with an already overflowing in-box of overdue projects? Talk about stress! Assign a peer consultant or mentor to help the new person get started, to learn the ropes. Have variety. Mix the familiar with the new. Keep it exciting to come to work. Help people to prioritize their work responsibilities but remember that “time management” can easily be overdone. Show them that you take supervising seriously.

One of the areas that we as a profession are strongest in is that of peer support. Encourage it. Often the only ones who can really understand the pressures we work under are other rangers. This mutual support network is vitally important to helping our friends and co-workers over rough spots.

We can help people to deal with their personal problems, but remember that we aren’t counsellors. Help people to see how these things are affecting their work, then refer them to resource people who can really help them.

Maximize organizational flexibility. Try flexible time, and flexible workload. Avoid routine. Varying a person’s job and responsibilities gives him or her the opportunity to learn, expand horizons, and grow. By all means, encourage creativity. Even if something was tried before and didn’t work, it can still be tried again. It might work this time. Keep them thinking.

Training can do two things. It can make the present job less stressful and it can reduce the stress of the unknown future by better preparing people for it. Again, we all win. The promise of a better tomorrow makes for a better today.

Creative supervision is just good supervision.

The future may or may not seem grim for our organization and our profession. However, by learning techniques for aggressively managing the stresses of today, we will certainly help to prepare ourselves to handle whatever the future brings.

## Health and Fitness: “What’s In It For Me?”

John Chew, Shenandoah

Until very recently, health and fitness programs were considered to be for “fitness buffs” only—those idiots who ran in the rain, the cold, the heat, and the snow; the macho types who were trying to prove something. We often frowned on these folks in the same way that we frowned on the wierdos who quit smoking. Isn’t it funny how things have changed?

Because of the nature of our work, I think that, as individuals, we are in the vanguard of the fitness movement. Many rangers are “into” fitness because they understand the whys and experience the results rather than because they are caught up in hype of the fitness boom. But, whatever the reason, organized health and fitness programs, with excellent employee involvement, are cropping up in many of our parks.

There has been a great deal of research which shows that the fit individual feels better, produces more, has reduced loss of work time from illness, disability or job dissatisfaction, looks better, has greater ability to absorb emotional stress, and has increased mental alertness and reduced tension. Those “idiots” who ran in the cold and the rain and quit smoking—the ones we all frowned upon—knew something the rest of us didn’t. They apparently experienced the difference the rest of us slower learners had to be told about. Slowly but surely, though, we’re getting the picture, through Richard Simmons, *Runners World*, *American Health*, Albright Training Center’s, Harvey Anderson (bless his soul), *Fit Runner*, The American Heart Association, fun runs, the corporate relays, the Health Network, and the unending dialogue on how great it is to be fit.

For the purpose of this discussion, I don’t think it is necessary to show why it’s important to be fit. The results are already in on the benefits of being fit. However, I think it is important to talk about what is meant by being “fit”, and what we as an organization and as individuals can do about it.

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John Chew is currently on assignment to Washington, where he has primary responsibility for drafting Servicewide Emergency Medical Service standards and a Servicewide health and fitness program.

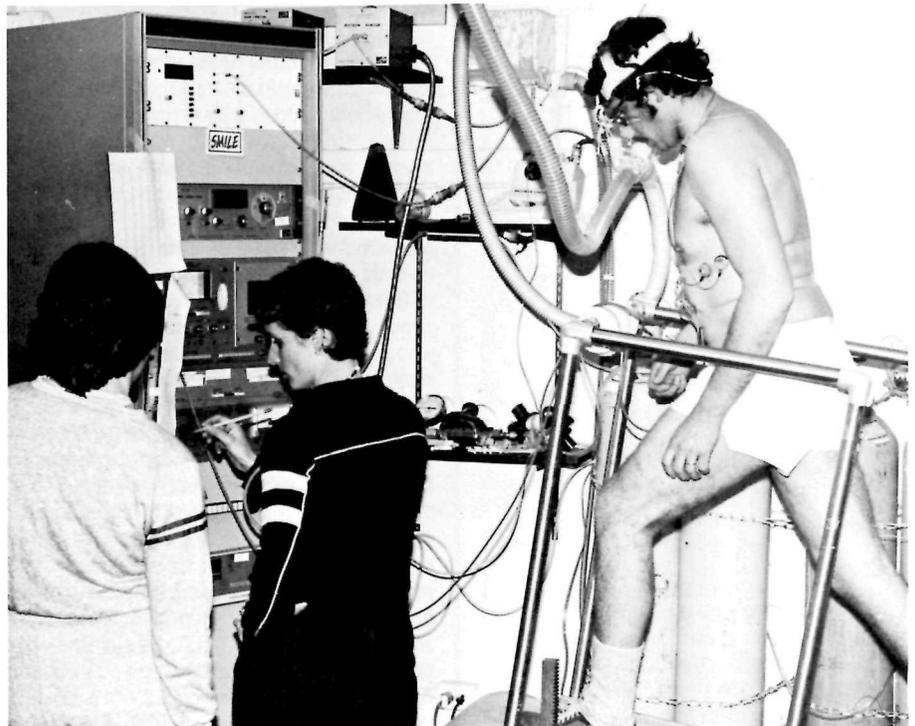
For many people, fitness is defined as a 45 on the step test, a *Runners World* in your back pocket and a good pair of Nike shoes. This, to be sure, is part of the fitness package, but by no means the entire picture. Running and jogging have received most of the attention as *the* aerobic exercises, and they very well may be the most popular. There are, however, many other aerobic (cardio-vascular) exercises which for many folks may be more fun and better for them, particularly for those with bummed out knees and backs. Exercises like sculling (rowing), aerobic dancing, bicycling, and nordic skiing, are becoming very popular and have an increasing number of dedicated followers.

For a lot of people, being fit is just having your heart and lungs in tip-top shape. This is very important, but is there more to the total fitness picture than aerobic fitness? You bet! Exercise physiologists talk about the components of fitness and all are very important in their own right. These components may be described as aerobic capacity (heart & lungs), flexibility, muscular strength, proper percentage of body fat, diet and life style. In order to have a complete fitness program, we should be measuring all of these components.

It is surprisingly easy and inexpensive to measure your levels of fitness. The most difficult and costly is measuring your aerobic capacity. For many of us this is the only fitness standard we have—it’s the

old 45 on the step test. What the step test is supposed to do is to tell you how much oxygen your body is capable of utilizing; the more you can use the better shape you are in. A score of 45, for instance, means that you use 45 milliliters of oxygen per kilogram of body weight. This is a *predictive* test and does just that. There are other methods too, such as the bicycle ergometer, the treadmill, and the soon-to-be-developed rowing ergometer. They all measure a given resistance against your heart rate. If you were the ‘typical’ subject, what you would get on one would be the same as what you would get on the others, i.e., a 45 on each.

Unfortunately for us rangers, these tests are predictive for the “typical subject” and we are finding that most rangers are not typical and that these predictive tests are not very accurate. One of the best ways to measure, not predict, aerobic fitness is to take a maximum volume oxygen test (MAX VO<sub>2</sub>). In this test you run on a treadmill until you collapse (sounds like fun, doesn’t it?), and a technician actually captures the air and measures the amount of oxygen you use. If you are the “typical subject”, it will verify your predictive test and give you the same score, a 45. This test sounds like a grunt, but is fun and enlightening. Unfortunately, it is not cheap, not readily available and takes trained technicians to administer. This is why we have to rely on predictive and less accurate tests such as the step test.



Ranger Bob Panko taking maximum volume oxygen treadmill test at Shenandoah.

John Chew

The tests for measuring the other components of fitness are reasonably accurate, inexpensive and easy to administer with a little training. Flexibility is measured by a sit and reach test utilizing just a ruler. A fancy varnished box with a ruler and sliding gizmos if you're so inclined, but a plain old ruler works fine. The object is to sit on the floor and, with your knees locked down, touch your toes or further. You compare this measured result with a chart, and you can determine in what flexibility category you lie, from poor to excellent. Flexibility is important because it is an indicator of potential problems. The more flexible you are, the less likely you are to suffer from back problems, muscle pulls, tendon problems, joint problems, and so forth. In addition, the more flexible you are, the less exertion there is on your heart and therefore the more efficient you are. They all tie in.

Muscular strength is also easily measured. How many bent leg sit ups can you do in one minute? This measures upper body strength. How much distance can you cover in a standing broad jump? This measures lower body strength. Charts and percentiles are readily available to measure and compare results. The merits of muscular strength are obvious—the weaker you are, the more strain you put on your heart. An aerobic score of 50 is fine, but you also need to have the muscular strength to pick a length of hose. They all tie in.

The proper percentage of body fat is easily measured with a little training and the appropriate tool. Experts consider the typical height-weight charts inappropriate as they relate more to appearance than to percent body fat. What apparently happened is that a doctor some years ago said "Gee, I think all people 5'6" should weigh 150 lbs. and all people 5'7" should..." What resulted were the standard insurance charts widely used to determine who is and who is not fat. The determination of one's percentage of body fat and percentage of lean mass (muscle and bone) is the best way to measure percent of fat and predict "ideal" body weight. "Ideal" body weight is based on the assumption by health experts there should be no more than twelve percent fat above the percentage of essential fat in a person's body weight. Since men have about three percent essential body fat, their ideal maximum should be 15 percent. Women should be at a level of about 20 percent or so because of their reproductive requirements.

The most efficient way to measure body fat is with a set of skin fold calipers. Since most fat is carried subcutaneously, you pinch the fat in several designated sites, crank the results into a formula and you come up with a percentage value. (The old "pinch-an-inch" has a lot of validity, doesn't it?) The value of being lean is obvious. Anything more than 15 percent fat is dead weight which your body cannot use, thereby making your heart work harder and making you less flexible and less strong. It all ties in.

The final components—diet and lifestyle—are pretty straight forward, and we see everyday the concern for these components. Smoking and dipping, consumption of caffeine, cholesterol, fat, and protein, nutrition, and family health history, are all lifestyle and diet concerns. They affect body fat, aerobic capacity, flexibility and percent body fat. They all tie in.

So where do we go from here? Many folks insist that health and fitness are personal concerns, and that the Service should not be deeply involved in related programs. There are others, however, who feel that they are both organizational and personal concerns, and that a joint venture in this area will benefit both the Service and the individual. Director Dickenson is solidly behind the development of a voluntary health and fitness program and has so stated in several memos. A task force which met in 1980 made several recommendations which the Director supported, and this summer the Washington office is attempting to develop a Servicewide program which will hopefully:

- make available informational and motivational materials on health & fitness;
- develop a screening program to evaluate current fitness levels;
- develop a personal fitness prescription which will set exercise goals;
- provide testing procedures to measure progress, and;
- develop standards for strenuous and arduous activities.

If you would like more information on health and fitness or have concerns you would like addressed, please contact me at Division of Ranger Activities, WASO, or call (202) 343-5607.

## Speaking Out, Discretely

Paul Schullery

In what is the National Park Service's equivalent of a smoke-filled room (lots of wheeling and dealing, but in clear air) I have heard the interpretive division of a park characterized as "our ad agency." It hurts to be thought of in terms of our commercial effectiveness at public relations work, but there is truth to the assessment of interpreters as salesmen. We are out there educating the public, trying to give them our best notions and dreams about some priceless resource or other, but we're also selling another, more political product; on several levels, all of which may be good, we are selling them on the worth of the tax dollars that support our mission, our agency, and our salaries.

If we are right in our conviction that a park naturalist is doing the world more good than most other government employees, then we are right to do whatever salesmanship we must in order to keep the world well supplied with park naturalists. However, salesmanship operates on several levels, and some are not easily understood.

For instance, look at the way the Department of the Interior describes itself on all its publications—as the nation's principle conservation agency. The Department of Agriculture might disagree. So might you, but if you are representing Interior, and being paid to serve as their spokesperson, you have certain professional obligations to honor. You may not have sold Interior your soul, but they have certain undeniable rights to your mouth.

The obligations get tough when your bosses change. When the Secretary of the Interior—your boss—vilifies all the conservation organizations you support, or when he dictates policies you disapprove of, professional obligations are complicated by obligations of conscience.

A friend of mine was once interrupted and challenged, angrily, from the audience of her campfire program. She had

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Paul Schullery was a naturalist and park historian in Yellowstone from 1972 to 1977, and is the author of books on Teddy Roosevelt and Yellowstone's bears.

Reprinted from *The Interpreter*, the journal of the Western Interpreters Association, "a national non-profit, professional organization dedicated to enhancing the profession of natural cultural interpreters."

been exhorting her listeners to make sure they elected environmentally aware leaders. One man literally shouted her down, accusing her of illegal lobbying; government employees do indeed have strict limitations on their public statements about political issues and campaigns. He filed a formal complaint against her, getting her in serious trouble with a bureaucracy that must deal visibly with anything as eminently durable as a written complaint.

Was she wrong? Probably not, in principle at least. More likely, she was too strident. She might have been more effective by simply cataloging the dangers her park faced, and by evoking from her audience the wonder of the place. She miscalculated where best to aim her pitch.

I know several excellent naturalists who finally "got out" of the work because they could not deal with the compromises involved in working for the government. Unfortunately, there are relatively few places able to hire the Young Turks who have given up on the agencies that support much of our profession.

Like spokespersons, we walk a line. That part of our message that did not originate from our own intellects (if any of it did; we all echo the Muirs, Thoreaus, Leopolds, and Carsons) or from our hearts is often the part our employers most want spread. If, as we now see in the Department of the Interior, some singularly inappropriate person has charge of creating the message, we are in trouble. Our boss suddenly approves of appallingly harmful policies that we must explain and defend to the public.

Several years ago I was hired away from the park service by a private institution, one whose independence allowed me to say pretty much what I wanted to my much smaller audience. It spoiled me. I do not think I could be a good soldier again. But I do think that, at times like these, the interpreters who can stick with the agency and do what can be done—who can balance obligation and conscience creatively—will be doing essential work, and will almost certainly be doing more good than they could from the outside.

## 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.

## Interpretation

### Core Curriculum

We who are interpreters are aware of our value in the Park Service and the important role we play bridging the gap between the visitor and the resource, yet we have had to continually justify our value in order to survive the budget crunch. Visitor surveys, statistical analyses, and correlations of interpretation with resource management and visitor protection have all been methods used to identify and quantify an interpretive product. Over the past decade, studies by non-Park Service evaluators have measured the impact of interpretive programs and the abilities of field interpreters who bring the Service mission to the public. By taking a long hard look at what we are and what we do, we have produced some valuable insights which have challenged us to strengthen our position as an integral part of park management.

This past year, the Director has reaffirmed the importance of quality interpretation by approving a 400 hour minimum-core-training program for permanent interpreters. This program fills a training need that has not been met for the past five years and establishes a guide for interpreters' development throughout their careers. At the entrance level, the program consists of 80 hours of interpretive skills and 200 hours of ranger skills. The journeyman level consists of 40 hours of interpretive operations for first line supervisors and 40 hours of administration for interpretive managers. For district or chief rangers, a further 40 hours of program management is added.

Recognizing that it would be inefficient and too expensive to bring all permanent interpreters to either Mather or Albright training centers for all of this training, the Service resolved the problem by gathering 30 interpreters, representing all ten regions, at Harpers Ferry last February to establish the curriculum for the first 80 hours of the core training program, and to form the core of regional interpretive skills teams that would present this 80 hours of training to GS-4 through GS-7 permanent interpreters throughout the

Park Service. Two weeks of intense brainwork, encouraged and guided by Dave Dame, Mike Watson and Mary Kimmit produced the curriculum and lesson plans for 80 hours of interpretive skills training. Among the forty curriculum subjects are NPS history, interpretive philosophy and techniques, communications skills, burn-out, creativity, interpretive research and writing, development of publications and exhibits, and audio visual uses and future developments.

The North Atlantic Region, which has had an active interpretive skills team for the past decade, expanded its training agenda to include the two 40 hour training courses for permanents. The first 40 hours was presented in June and was judged a tremendous success by participants, coordinators and instructors.

Reports from across the regions are echoing similar successes as interpreters are eagerly responding to a here-to-fore black hole in interpretive training. Up to 500 permanent interpreters will participate in these courses in fiscal 83. Participant Action Plans (a follow up to the initial training) will help to evaluate the accomplishments of these training courses. By increasing the skills and abilities of field interpreters and providing a high quality of interpretive programs in the parks, we will not only assure our survival in the coming years and better serve the visiting public, but will also reaffirm the concept that interpretation is an integral part of the Park Service.

Karen Michaud  
Lowell

## Protection

### Appalachian Trail Hiker Security

*The Register*, a newsletter for volunteers and workers of the Appalachian Trail community, reported recently that Warren Cagle, a retired Forest Service law enforcement officer, is conducting an informal study of crime at the AT, which is to provide information for a new Hiker Security Task Force.

Cagle is looking for data from trail hikers and enforcement agencies on crime or attempted crime occurring on the trail between 1978 and 1982.

He needs:

- names and addresses;
- numbers of hikers in the party;
- concise accounts of what happened;
- precise locations of incidents;
- dates and times;
- names of agencies to whom reports were made.

If you have any such information or any comments or suggestions, contact him at 2771 Sagamore Hill Drive, Marietta, Georgia 30067.

## Search And Rescue

### Charging For Rescues

The idea of charging people both legally and financially for searches conducted when the subjects involved are in violation of regulations has gained in currency over the last few years, and rangers at Grand Canyon have just completed a successful prosecution of two such people.

An intensive air search for the "victims" of an overturned raft eventually led to the conviction of two illegal runners of the Colorado River through the canyon.

Beginning August 30th of last year, rangers spent a considerable amount of time, effort, and money looking for the occupants of a boat found partially submerged in a major rapids downstream of Phantom Ranch. The several miles long trail of flotsam—approximately \$5,000 worth of boat and other equipment found by the park's kayak river patrol—initially led investigators and SAR personnel on a wild goose chase. Many law enforcement agencies in California and Arizona lent assistance to the investigative end of the SAR effort, while a helicopter was searching beaches, the river and the narrow escape canyons.

On the previous evening, the Phantom Ranch ranger had contacted the two male occupants of this craft, illegally camped in the area. Names, addresses and other vital information was gathered that evening from them, although the ranger never did see this information in writing. The two men, one a lawyer and the other a doctor-lawyer in actuality, had given totally fictitious information to the ranger. With the exception of a vehicle license number

casually obtained a week before and one hundred miles upstream, there were absolutely no concrete facts to identify these people. Investigators in the two states and various national and local computerized law enforcement contacts were employed.

Twenty-four hours after the search was begun, the doctor called park headquarters to ask if someone was looking for them. An interview with the doctor revealed that the two had become very nervous about being found out, had launched their two person raft with four people aboard, and had gone downstream a couple of miles under cover of darkness. They then scuttled the boat and proceeded to cross country hike out.

Rangers, relieved that no one had been seriously hurt or had drowned, issued a citation with five violations to one individual and a citation with three violations to the other. With the assistance of the United States Attorney's Office in Phoenix, the two men were found guilty of two violations each. They paid a combined fine of \$1,350, which included partial restitution for the park's search and rescue efforts.

Butch Farabee  
Grand Canyon

### NASAR Search Statistic Summaries

The initial computerized summary of nationwide search and rescue (SAR) statistics, compiled by Barry Mitchell of the NASAR (National Association for Search and Rescue) Data Collection Committee, is now in print and will soon be available to the parks.

The summary is based on the collation of data from NASAR mission reports

submitted by both parks and SAR teams throughout the country. Until recently, these reports had been hand tabulated, but Mitchell has now developed a program for his Apple II computer to facilitate this process.

"We are interested in the statistics for several reasons, two especially worthy of note," says Mitchell. "First, we want to characterize the amount and nature of the SAR activities in the United States, and, second, we want to contribute to the body of data concerning subject behavior."

A problem in developing such comprehensive and valid summaries, however, has been the spottiness of reporting. Writing in the Winter issue of *Response!*, NASAR's magazine, Mitchell noted that "we still don't have a very representative sample of the missions that actually occurred, even for 1980 and 1981."

The current compilation, prepared at the end of April, offers, nonetheless, some interesting information on both SAR incidents and reporting in Park Service areas from 1980 to 1982.

During that period, 610 mission reports were sent in to NASAR from 28 parks in eight regions (National Capital and Southeast were the exceptions)—a total of 38 percent of all reports received by NASAR. Of these, 558 came from ten parks, all fairly large natural areas.

Nearly 19,000 man hours were logged by participants in these missions, with a net result of 234 finds, 487 rescues, 97 saves, and 46 fatalities.

The summary also contains a detailed breakout of Yosemite's SAR stats, national non-Park Service unit activities, and charts on subject behavior.

These stats, however, also show a perceptible downward trend in reporting over the years, possibly due to questions regarding the uses being made of these reports.

"Many units may be losing their enthusiasm for this effort because they haven't seen any results," Mitchell wrote in *Response!* "It is hoped that those days are past and feedback will be provided to individual units regularly."

Mitchell strongly encourages *all* parks with SAR events to complete NASAR mission reports and send them in, emphasizing that "the field ranger's . . . support in filling out our forms is important, and the data is actually being processed and used."

The forms are available from NASAR (Box 2123, LaJolla, California 92038), or from Mitchell himself (4744 Kirkdale Drive, Woodbridge, Virginia 22193; 703-590-1340).



Rangers Kim Johnson (left) and Sam West of the Grand Canyon kayak patrol.

## Association Notes

### Rendezvous VII Update

Rendezvous VII, which will be held from October 9 to October 12 at the Showboat Hotel in Las Vegas, is fast approaching. If you haven't yet made arrangements to attend, you'll need to do so without further delay; the appropriate membership, registration and reservation forms can be found on page 23, and complete information on the Rendezvous can be found in the June issue of the Newsletter.

Nine workshops have been scheduled by John Earnst, Rendezvous program coordinator, and several others are possible. Each session will be given twice during the day, as before, so that members can attend as many as possible.

The current schedule includes the following workshops and presenters: uniforms—Bob Gates, president of R & R Uniforms; Newsletter philosophy and production—Bill Halainen; the role of law in park administration—Maureen Finnerty; Federal/state relationships—Mike Finley; supervising seasonals—Bill Dwyer; Park Police—Lynn Herring, chief of U.S. Park Police; what's happening in computers—Tony Bonano; resource management and burro removal at Death Valley—Larry Thomas; can we develop a prescription for visitor impact management?—Ro Wauer.

There are also tentative workshops on the core curriculum program in interpretation, the current state of environmental education, and composition of SF 171's and 139's. The latter would be presented by Lyn Guidry, whose past presentations on the subject have been very popular with members.

Maureen Finnerty will host an evening question and answer session on the new 36 CFR. Another night session on mountain rescue will also be offered.

Gaylord Nelson, chairman of the Wilderness Society, had been asked to present one of the keynote addresses, but had to decline. Invitations have been extended to Morris Udall, Congressman from Arizona, and Gary Hart, Senator from Colorado, but neither has yet replied.

Dennis Burnett reports that all is on course concerning other arrangements, and that a country and western band will soon be selected for the Wednesday dance.

He asks that members interested in babysitting services contact him as soon as possible, and that couples attending *each* register for the Rendezvous, as registration money is used to pay for social activities.

### Invitation to Death Valley

Death Valley is only 140 miles west of Las Vegas. Anyone wishing to see Death Valley after the Rendezvous will be given VIP treatment with free tours of Scotty's Castle. You are invited to meet the monument staff at Furnace Creek and discuss the operation of a desert park, or just tour this historic valley.

Call the monument's dispatch office at 619-786-2331 to reserve space on a tour. If a group of 10 to 20 arrive at the Castle together, a behind-the-scenes tour can be arranged.

Larry Thomas  
Death Valley

### More on The Raffle

As usual, the Rendezvous raffle will gather the attentions of the membership as well as gather dollars for the Association's treasury. Last year the great success of the raffle was directly due to the many donated craft items received from members and families—including a one-

of-a-kind knife, cases of "Rendezvous Brew", and a handcarved wood caricature of a horse patrol ranger carved by Rob Arnberger. Commercial companies donated a fine selection of outdoor gear, but it seems that the membership was most interested in winning those items that a fellow member personally made and put that individual time and effort into. It seemed to mean more to buy a lucky ticket and receive a "ranger-crafted" item.

This year will be no different, and commitments have already been made to produce more handcrafted items. Rob Arnberger is planning the second caricature of his "Patrol Ranger" series and a bird carving as well. Ken Morgan already has a hand forged knife made. Reports that paintings, photography, quilts and leatherwork are also being prepared for the raffle are trickling in. Several duck decoy carvers are promising their handiwork as well.

The bottom line is that the success of the raffle depends upon the craftsman. So all of you artists, craftsmen, wood butchers, brewers, home-spinners and photo-

## Association Operating Statements

### Operating Statement

January 1, 1982—December 31, 1982

<b>Beginning Balance—</b>	
January 1, 1982 .....	\$10,742.49
<b>Receipts .....</b>	<b>\$26,549.22</b>
Accrued Interest	\$ 813.22
Dues	17,162.00
Rendezvous VI	8,340.00
Registration	\$3367.00
Beverages	1397.00
T-Shirts	2214.00
Raffle	1362.00
Sales (EMT Patches)	234.00
<b>Expenses .....</b>	<b>\$15,275.34</b>
Newsletter	\$ 5,771.32
Postage	1,099.81
Office Supplies	1,587.58
Contributions	
(Memorial)	30.00
Legal Fees	231.50
Imprest-Secretary	1,000.00
Imp. Reimb. 6/30	700.00
Bank Charges	10.63
Rendezvous VI	5,271.70
T-Shirts	\$1503.29
Entertainment	647.28
Postage	483.56
Supplies	334.17
Telephone	629.58
Auto Mileage	166.32
Refunds	224.50
Beverage	1283.00
Sales (EMT Patches)	572.80
<b>Ending Balance—</b>	
December 31, 1982 .....	\$22,016.37

### Semi-Annual Operating Statement

January 1, 1983—June 30, 1983

<b>Beginning Balance—</b>	
January 1, 1983 .....	\$22,016.37
<b>Receipts .....</b>	<b>\$ 5,576.00</b>
Accrued Interest	550.21
Newsletter	73.00
Dues/Membership	4550.00
Sales	165.75
Rendezvous VI	99.50
Rendezvous VII	—
Imprest	
closed out	137.54
<b>Expenses .....</b>	<b>\$12,079.31</b>
Bank charges	7.14
Newsletter	6809.30
Dues/Membership	1178.20
Sales	1068.84
Rendezvous VI	53.16
Rendezvous VII	1000.00
Legal Fees	621.00
Travel	782.03
Mini-Conference	250.00
Postage	194.86
Telephone	—
Supplies	3.37
Printing	11.41
<b>Ending Balance—</b>	
June 30, 1983 .....	\$15,513.06

Debbie Trout  
Great Smokies

graphers get to work and prepare a sample of your work for our Las Vegas Rendezvous.

Rob Arnberger, who recently transferred to Saguaro, will continue to handle West of the Mississippi craftsmen, and Ken Morgan at Cumberland Island will handle those East of the river. Both of these guys will carry your crafts to the Rendezvous should you not be able to make it. Give them a call to let them know what you are crafting and intend to donate. Bill Briggs at Lake Mead is handling commercial donations and will assist as well.

Rob Arnberger  
Saguaro

## Association Promotional Items

Along with the official/unofficial NPS/EMS patch that has been offered to members in the last couple of issues (see photo below), the Association now has its own patch and ball cap with the logo designed last year by Jim Tuck. All three items are available from John Chew (Route 1, Box 365, Luray, Virginia 22835) for the following prices:

- gold mesh baseball cap wth brown bill and ANPR logo — \$6.00
- ANPR patch — \$1.50
- EMS patch — \$3.25

All checks should be made out to the Association; cost of postage is included in the price.

John also asks that members make up parkwide orders where possible, because single hats are expensive to ship and eat up money. Some regional reps and officers also have supplies of these items. If you'd like to market hats, get in touch with him. "You get no bonus, no free hats, no commission, no pay, no nothin'", says John. "Just a 'highly recommended for rehire' from Tim Setnicka, who refuses to sell any."



## Regional Reps Report

Due to the busyness of summer months, not all representatives had reports this time around.

### 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 has contacted several more rangers about serving as park representatives, and reports that about one third of the parks in the region now have local reps.

He hasn't received any comments on either the mini-rendezvous proposed for the region or the possible uses for funds available to him for regional activities. He still hopes to put together a regional rendezvous, possibly some time after Las Vegas so that members who couldn't attend can find out what took place there.

Several people are checking possible locations for the Rendezvous in 1984. Areas being researched at present include Lake Placid and environs, the White and Green Mountains and Boston. The latter seems unlikely, as room rates are uniformly high during the Fall. Stan is still looking into Bar Harbor area, and has found that there's a good possibility for group air rates via Bar Harbor Airlines.

### Mid-Atlantic

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

### National Capital

Representative Rick Erisman, C & O Canal. Address: PO Box 31, Sharpsburg, Maryland 21782. Phone: 301-432-2474 (home), 301-739-4200 (work).

Rick assumed the duties as regional representative in June, when Bill Orlando transferred to Minute Man. He will be meeting with Regional Director Jack Fish and members of his staff periodically, has distributed Newsletters to prospective members in his local area and at regional headquarters, and has spoken with several members about serving as contacts within their park areas.

Rick hopes to attend the Mid-Atlantic regional rendezvous in September at Gettysburg, and looks forward to meeting with everyone at the Rendezvous in Las Vegas.

He asks that anyone having questions or suggestions concerning his role as regional representative, Rendezvous in-

formation, or possible regional activities (such as a mini-rendezvous) get in touch with him. He would appreciate all ideas and assistance.

### Southeast

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

### Midwest

Representative Sue Kylander, Indiana Dunes. Address: 726 Howe Road, Chesterton, Indiana. Phone: 219-926-5464 (home), 219-926-7561 x 450 (work).

The investigation into the possibility of the Association being the sponsor for seasonal insurance at lower group rates is coming along quite well. Mutual of Omaha, with local representation in Merrillville, Indiana, is working on two or three policy options which should be available for comment very soon. Once we have these policies in hand they will be sent to the Association's president and board members for approval, and will then be reviewed by legal council. After these procedures have been accomplished, the policies will then be given to the general membership. If all goes well, Sue hopes to have this final stage available at the Rendezvous in Las Vegas.

Seasonal employees have had to pay full rates for any insurance they wish to carry and perhaps this opportunity will enable them to save some finances on health insurance. The only requirement for eligibility will be that the seasonal employee be an active member of the Association of National Park Rangers. This will certainly increase our membership rolls, but will also help to stress that this organization is *for* the employee.

### Rocky Mountain

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

### Southwest

Representative Roger Siglin, Southwest Regional Office. Address: 530 East Garcia #11, Santa Fe, New Mexico 87501. Phone: 505-928-8308 (home), 505-888-6371 (work).

## 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 has spent a good deal of time contacting seasonals throughout the region concerning membership in the Association. He encourages all seasonals throughout the Service to attend the Rendezvous in Las Vegas and to become active in ANPR.

## Pacific Northwest

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

Eleven Association members and spouses from the Pacific Northwest region met under sunny skies in Yakima, Washington, on May 21st and 22nd for a weekend of meetings and social enrichment.

The conference began Saturday noon with an extensive report on A-76 by Bob Amdor, superintendent of Whitman Mission, which was selected as the region's pilot park for this new program. Bob, who is a life member of the Association, spent two hours discussing A-76 guidelines and took participants through the steps for writing a contract for maintenance services. Bob emphasized several times that the key to success is having well documented statistics on how much money and time is spent on each facet of park operations. He feels that A-76 can be a good tool for better management and feels that a well run operation will be able to compete with private enterprise. One way of improving an operation is by going through this process. All of the participants came away with a better understanding of A-76 and less fear that contracting will eliminate our jobs.

The second workshop was a review of the twelve work groups that were established at Rendezvous VI last October. Each work group leader had provided a summary of their activities to date. By discussing the work group efforts, the regional members had the opportunity to review their direction to date. Rendezvous participants mailed some of their thoughts and suggestions to the appropriate leaders for consideration.

Saturday evening was a time for social enrichment and swapping Park Service stories. It started with a fun-run and/or fun-swim at the Lodge's heated pool. What a life—after a cold, wet winter—to lay around a pool, bask in the central Washington sunshine, and sip mint juleps with a group of fellow park rangers. Dinner was at a historic Mexican restaurant in downtown Yakima.

Sunday morning started off with a discussion led by Jim Tobin, regional director. Director Tobin's discussion was open and provided for a lot of fresh exchange among participants. Jim, another life member, discussed the Washington and regional reorganization, future management trends for the Service, budget expectations, resource management as a specialization, what might happen to the generalist ranger, self image of government workers, information he learned from attending a futurist conference, how the Association can assist Park Service management, and what field people can do to hold the traditional Service esprit de corps together.

The last workshop of the session was a discussion of what the region is going to be doing in the future. Several topics were discussed and three of them will result in resolutions being sent to the board of the Association for consideration. Plans were discussed for another mini-conference next winter and other directions laid out for next year.

See you at Rendezvous VII.

## Alaska

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

Bryan reports a good gathering of folks at the Gulkana air show May 21st and 22nd. There was no formal business meeting, but plenty of Association discussions went on. The weather was about half cooperative.

He would like to know who in the region is *definitely* attending the Rendezvous, and asks that members give him a call or drop him a quick letter in the mail.

Most of the efforts to arrange group travel to Las Vegas have not been that successful. There may be a late development, but nothing was firm as of late June.

## 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 with the 025/026 proposal.

The reports which appear below were submitted by the appropriate work group leaders. For those work groups with nothing new to report, only the name and address of the group leader is printed.

## Roles of Regional Representatives

Leader Rick Smith, Everglades. Address: 16441 SW 292nd Street, Homestead, Florida 33030. Phone: 305-245-0762 (home) or 303-247-6211 (work).

The task force on the role of regional representatives has completed its work, and has recommended to the president that he submit the following list of priorities for members elected to these positions:

- Encourage and actively recruit new members. Perhaps no responsibility is more important, as the Association is only as strong as its membership. The reps should communicate with people who have failed to renew, not only to seek renewal, but also to determine how the Association can better serve them. Reps should also attempt to communicate with seasonals within the region who may wish to join.
- Serve as the principal communications link between the board of directors and their regional members. No other factor presents a greater communications problem to the Association than the geographical distribution of our membership. The regional reps must assume a proactive role in communications, both from the board to the membership and vice versa. Much of the business of the Association is conducted by the officers with various people and groups from within and without the Service. It is imperative that the membership be aware of the results. Between issues of the Newsletter, the reps should let the members know what is being done on their behalf.
- Develop, encourage, and support regional Association activities. While these activities do not have to involve Association expenses, the reps do have the authority to spend

small amounts for such activities. The importance of such events is that they bring the Association closer to its members. Examples might be production of regional news items for the Newsletter, canvassing regions for the concerns of members, regional rendezvous, etc.

- Assist in identification of sites for annual rendezvous and assist in coordination when the rendezvous is scheduled in the rep's region. For many members, the annual rendezvous is the major social/professional event of the year. This is due to the high standards we have maintained in terms of site selection and coordination. We must maintain these standards.
- Attend the annual board of directors meeting held in conjunction with the rendezvous.

Any member with questions or comments on the proposals should call or write Rick Smith.

### Townsley Memorial

Leader Bill Wade, Delaware Water Gap. Address: Box 456, Bushkill, Pennsylvania 18324. Phone: 717-588-6637 (work) or 717-588-7189 (home).

The group is still working on an appropriate memorial to John Townsley, late superintendent of Yellowstone. They are considering one possibility, to be discussed at a later date, and would like to hear more ideas and comments from members.

Contact Bill Wade with any proposals.

### Seasonal Interests

Leader Mike Sutton, Virgin Islands. Address: Box 110, St. John, Virgin Islands 00830. Phone: 809-776-6201 (work).

The major emphasis of the work group has been to get the survey of seasonal employees (see below) out to the parks. Members of the work group have been distributing copies, and forms have also been mailed to parks with large seasonal employee staffs. The hope and intent of the group is to have results of the survey and a position paper based on its findings ready for review by the board of directors at the Rendezvous in Las Vegas.

The group is also going ahead with plans for developing self-instructional materials for seasonal training through the Park Management Program at West Valley College in Saratoga, California. Flip Hagood, chief of training in Washington, is very interested in the program, and Mike anticipates action on seasonal training by Washington within six months or so.

Mike is also checking reports that Santa Rosa has stopped its seasonal training program.

If you have any ideas or suggestions for this work group, please call Mike Sutton; he is actively seeking comments of all kinds, particularly from seasonals.

### BEE/KSA Synthesis

Leader Sue Hackett, Fort Necessity. Address: RD 1, Box 73, Markleysburg, Pennsylvania 15459. Phone: 412-329-5512 (work) or 412-329-5373 (work).

A draft of the work group's proposals follows. Fifteen Association members responded with ideas, which is a rather small representation; a larger sampling of ideas would be better before production of a final draft.

The proposals cover six areas:

- Suggested improvements to vacancy lists and announcements. Rangers who responded definitely want to keep the vacancy list and announcement system. The weekly 'pink sheet' should include all current vacancies for a three week period, even the lower graded positions announced regionally. Vacancy announcements are frequently not being sent out Servicewide and parks are not circulating them quickly enough to allow response time. Many would like encumbered positions indicated and more detail on the duties section, such as number supervised. All regions should have a vacancy 'hot line' like Western region's.
- Improvements to KSA's. There was unanimous opinion that KSA's should be standardized to approximately 8-10 in number, with the park being able to select up to four and add one specialized skill such as search and rescue, urban area experience, etc. A KSA could have several parts but not overly general elements which necessitate pages to answer. Field skills could be

## Survey of Seasonal Employees

This survey is a project of the ANPR Seasonal Concerns Work Group. Results will be presented at Ranger Rendezvous VII in October, 1983 and will be published in the ANPR Newsletter. This information will also form the basis for an ANPR position paper on concerns of seasonal employees. With your help, ANPR officers will be able to work together with NPS management for the benefit of all seasonals.

Please photocopy this page and give a copy to seasonal employees in your park or district. We appreciate your cooperation. Please return to:

Michael Sutton  
P.O. Box 110  
Cruz Bay, St. John  
U.S. Virgin Islands 00830

Park \_\_\_\_\_ GS Level \_\_\_\_\_ Division \_\_\_\_\_  
 Age \_\_\_\_\_ Sex \_\_\_\_\_ Marital Status \_\_\_\_\_ Veteran? \_\_\_\_\_  
 Highest Academic Degree \_\_\_\_\_ Field of Degree \_\_\_\_\_  
 Number of Months with NPS: as a seasonal or temporary \_\_\_\_\_  
 as a career or career-conditional \_\_\_\_\_  
 Are you actively seeking a permanent position with NPS? \_\_\_\_\_  
 Your most important concern as a seasonal employee: \_\_\_\_\_  
 Please rank the following identified seasonal concerns as they relate to you (1 = Greatest).  
 If an area is *not* of concern to you, enter a dash. Feel free to write in concerns not included here.

_____ Training	_____ Personnel Matters
_____ Housing	_____ Seasonal Job Security
_____ Seasonal Hiring	_____ Working in Park Area of Choice
_____ Supervision & Evaluation	_____ Type of Work with NPS
_____ NPS Permanent Employment	_____ Other: _____

Your present training needs: \_\_\_\_\_  
 Do you feel NPS should sponsor and pay for this training? \_\_\_\_\_  
 Would you be willing to attend this training on your own time and finances? \_\_\_\_\_

*Thank you for your time.*

documented in a much shorter format which could be scored and rated more easily and computer programmed.

- Suggested list of KSA's. These should include: skills in interpretive operations; skills in natural resources operations; skills in visitor protection operations; skills in oral and written communication; ability to establish and maintain effective public and community relations; ability to supervise and counsel employees; ability to supervise, manage and implement an EO program; ability to supervise and manage an interpretive program; ability to supervise and manage a natural resource program; ability to supervise and manage a cultural resource program; ability to supervise and manage a visitor protection program; knowledge of the planning, programming, and budget formulation process; and knowledge of park management.
- The application process. Once a year, those interested in transfer would send their SF-171 and standard KSA's to the designated rating office. This office could be a centralized Washington office, or regional offices as we have now. One ranger suggested a computer contractor to eliminate personalities and undue political pressure as a more democratic solution. The KSA's should be certified by the applicants supervisor and any special needs—educational, medical, or a spouse's job—could be certified by the superintendent or a doctor. Interest in lateral reassignment could be indicated. A special section could list special qualifications such as law enforcement commission, scuba, red card, etc. SF 171's and KSA's would be rated upon receipt and computerized.
- The selection process. The park selecting officials would select and weigh the KSA task statements and any specialized KSA would be requested for the vacancy announcement. These weights would determine applicant score. The applicants specialized KSA score and base score would be added and the highest 5-8 names would be sent to the selecting official. Applicants would be notified if they were qualified or unqualified for the job and if their name was referred to the selecting official. Some but not all regions are doing this now, and the system should be uniform. When the position is filled, the unsuccessful applicants should be

notified as soon as possible and told the name and previous position of the selected person.

- It is suggested that all drafts and revisions to the merit promotion plan should be circulated to allow adequate review from all field levels.

## Dual Careers

Leader Cherry Payne, Rocky Mountains. Address: Wild Basin Ranger Station, Allens Park, Colorado 80510.

As one half of a dual career, it was only a matter of time before the chairman of the work group would join the scramble for a job due to a spouse's transfer. But the management and administration of Everglades have come up with an awfully exciting concept for those in dual careers.

Both jobs vacated are not only being announced simultaneously, but are cross-referenced to one another by announcement number and the statement that there is a "potential dual career family opportunity." It is believed that this is the first time that two jobs have been advertised in such a manner and we certainly hope it sets a precedent which other areas will follow when possible.

## Management Identification and Development

Leader Maureen Finnerty, Everglades. Please forward all comments and suggestions to Maureen via the park until she has a permanent address and phone number there.

## Housing and Quarters

Leader Bill Blake, Shenandoah. Address: Box 381, Elkton, Virginia 22827. Phone 703-298-1675 (home) or 804-985-7293 (work).

## Rendezvous Management

Leader Ginny Rousseau, Sequoia. Address: PO Box 101, Lodgepole, Sequoia National Park, California 93262. Phone 209-565-3361 (work) or 209-565-3479 (home).

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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).

*Continued*

Mr. Hite writes, "they are of immediate concern to the Director of the National Park Service and his top management staff and are the focus of a continuing morale problem for the Park Service."

Dr. Devine replied on May 16th: "The standards presently are being reviewed to assure internal consistency and compatibility with other occupational standards. Very shortly these standards will be submitted to me for final review and approval. Once I have approved the standards, we will send you advance copies so that you may proceed with your implementation plans without waiting for completion of the printing and distribution process. We fully appreciate your need for these standards and want to assure you that we will send them to you as soon as possible."

**THE ASSOCIATION OF NATIONAL PARK RANGERS NEWSLETTER**

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 Showboat form goes to the Showboat, and the membership renewal form goes to Debby Trout, Box 118, Gatlinburg, TN 37738. Do *not* send the Showboat 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 \_\_\_\_\_

**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)

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

TOTAL \$ \_\_\_\_\_

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



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

**Association of National Park Rangers**

New Membership Application       Renewal

Date: \_\_\_\_\_

Name \_\_\_\_\_

Title \_\_\_\_\_

Address \_\_\_\_\_

NPS Employees:

City/State \_\_\_\_\_

Park (4 letter code, i.e., YELL) \_\_\_\_\_

Zip Code \_\_\_\_\_

Region (i.e., RMR)\* \_\_\_\_\_

\*(WASO use NCR)

- |  |                                   |                                   |
|--|-----------------------------------|-----------------------------------|
| <b>Type of Membership</b> (Check one)                | New                               | Renewal                           |
| (1) Active—all NPS employees (permanent or seasonal) | <input type="checkbox"/> \$ 10.00 | <input type="checkbox"/> \$ 15.00 |
| (2) Associate—individuals other than NPS employees   | <input type="checkbox"/> \$ 10.00 | <input type="checkbox"/> \$ 15.00 |
| (3) Sustaining—individuals and organizations         | <input type="checkbox"/> \$ 50.00 | <input type="checkbox"/> \$ 50.00 |
| (4) Life—open to all individuals*                    | <input type="checkbox"/> \$200.00 | <input type="checkbox"/> \$200.00 |
| (5) Subscription to newsletter only                  | <input type="checkbox"/> \$ 5.00  | <input type="checkbox"/> \$ 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 \_\_\_\_\_

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