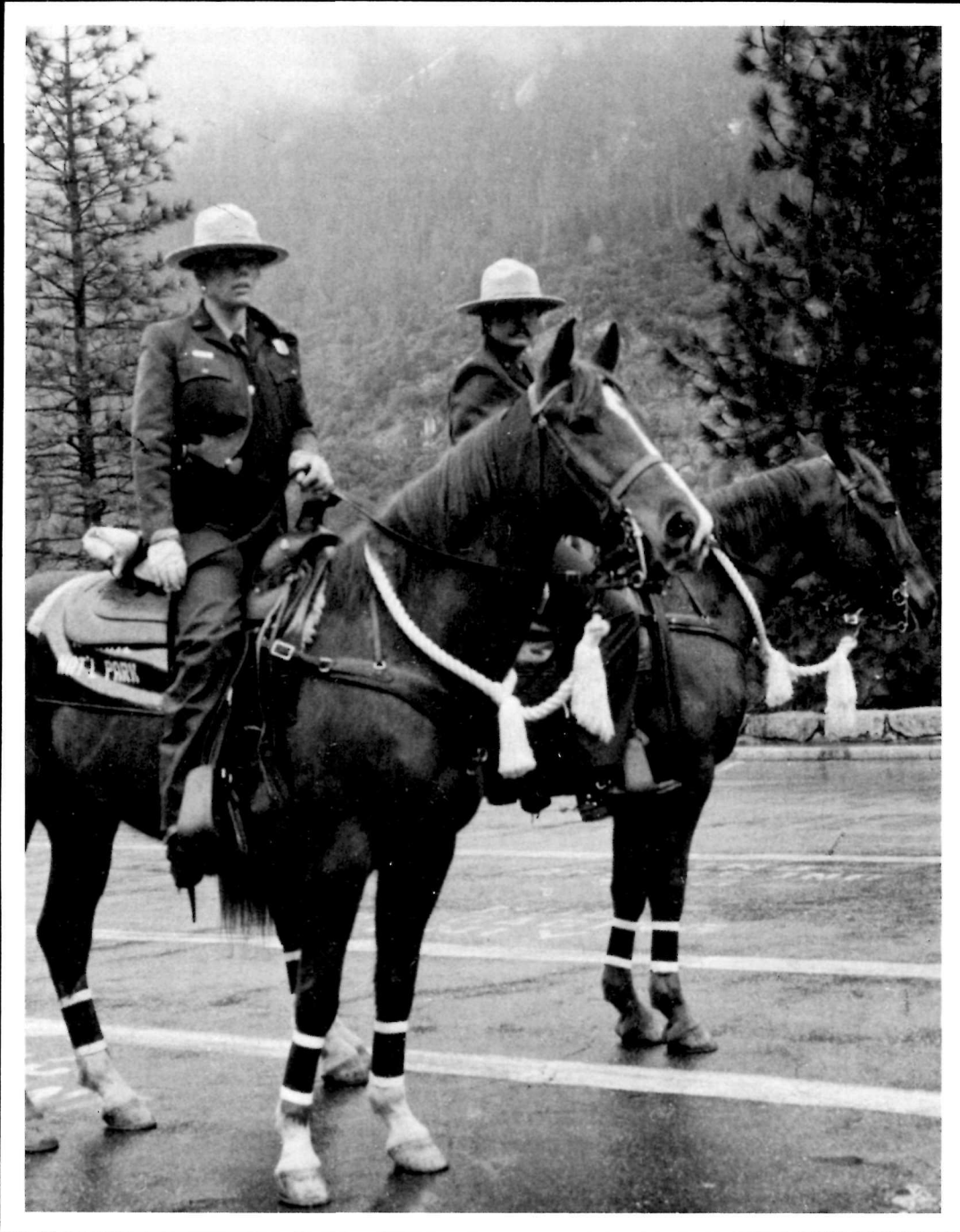


# RANGER

The Journal of the Association of National Park Rangers

Vol. I, No. 2 Spring 1985



The Evolution of Law Enforcement  
in the Park Service

## Editor's Notes

A few years ago, the magazine I edited at the University of Massachusetts decided to conduct a survey to determine what its readers wanted to see in each quarterly issue. The betting in the office was that sports would come out on top, perhaps followed by some of our clearly droll and witty accounts of campus activities.

When the surveys were at last all collected and the information collated, compiled and statistically categorized, the head of the survey organization called us up. "To put it briefly," he said, "your readers are interested in gossip and enlightenment."

By that he meant that people liked to read about current research and scholarship on the one hand, and news about their peers on the other.

We have tried to do the former within this publication, and now, by popular request, take up the latter. With this issue, *Ranger* begins carrying self-submitted news of transfers, marriages, births, and deaths, and also offers a classified section for both ads and personal (but non-libelous) messages. We hope you enjoy them and are interested in feedback on its merits.

One other note: *Ranger* continues to look for information from *you* on significant events in the field for its "Field Reports" section. Look to Paul Broyles' short but informative report on Operation Trophy Kill in that section for a good model of what is being sought.

## Letters

Editor:

I am working on a documentary film about National Park Rangers in Yosemite. I have found the ANPR Newsletters to be most helpful and would like to subscribe, if possible, at whatever appropriate costs.

I would also like to submit a request in your newsletter to all rangers for their personal stories and anecdotes, memorably happy or harrowing dealings with the public and their feelings about park life in general. Only with this input can I make a film true to rangers' lives and views.

Many complex issues will be brought out in this film — like the classic dilemma of preservation vs. use in a park which fluctuates so greatly between the quiet of winter and the urban invasion of summer. The focus will be the rangers and their crucial roles as protectors and caretakers of our natural wonders — a role that should be brought into a brighter public spotlight.

John H. Philbin  
2418½ Silver Ridge Ave.  
Los Angeles, CA 90039

Editor:

The ANPR has a great opportunity in our museum project. However, we will shortchange ourselves and the National Park Service if this is perceived as a ranger-only project. It should include all employee categories, and must be national in scope.

In the earliest days, rangers were the entire park staff and the "evolution" of

the work of the Service should show just that. But as the story of rangers unfolds, there must be a recognition of the contributions of all other emerging players in the business of running parks. Limiting the coverage of the museum will present an improper story to the public, and will certainly eliminate the support of other present-day work groups within the Service.

We need to enlist the aid of other organizations interested in the National Park Service, rather than exclude them by limiting the scope to rangers only. As this project is refined in the early planning stages, we should be certain to recognize the great variety of talents involved in running the parks.

I urge that the title and the scope of this project be, "The Museum of the National Park Service."

Don Jackson  
Olympic

Editor:

I read the first issue of *Ranger* with great interest. The new format looks sharp. Good work!

As I read the issue though, I kept coming across the point of view that being a specialist is somehow evil. I must take issue with that point of view. Not that I'm entirely settled with my own point of view, but I think we in ANPR should debate this issue before we go along with the Director in thinking that a "corps of specialists" is a bad thing.

We read often of the problem of being a Park Ranger: the scenery may be great but the pay is low and the chance to advance is limited. Park Technicians usually work with even less pay and more limitations on their advancement. ANPR seems to want to turn the Park Ranger series into that of a "professional generalist." While the goal is noble, I don't think it's realistic. The Office of Personnel Management, and indeed the world in general, may say nice things about generalists, but the rewards go to specialists.

Except for the very few, whose luck and political acumen and generalist skills lead them to management jobs, the rest of us must finally do one thing better than anyone else or be content to be low-paid professional generalists.

Why can't the National Park Service, like the Bureau of Land Management, the Forest Service, the Fish and Wildlife Service, the Bureau of the Public Debt, et cetera, use specialist titles for its employees? Why can't park rangers be called law enforcement agents, visitor information specialists, visual information specialists, audio-visual specialists, writer editors, resource management specialists, public information specialists, outdoor recreation planners, and so on??

*Continued on page 22.*

## ANPR Board of Directors

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# RANGER

The Journal of the Association of National Park Rangers

Vol I., No. 2 Spring 1985

*Ranger* is a publication of the Association of National Park Rangers, an organization created to communicate for, about, and with park rangers; to promote and enhance the park ranger profession and its spirit; to support management and the perpetuation of the National Park Service; and to provide a forum for social enrichment.

In so meeting these purposes, the Association provides education and other training to develop and/or improve the knowledge and skills of park rangers and those interested in the profession; provides a forum for discussion of common concerns of park rangers; and provides information to the public.

Letters, comments and manuscripts should be sent to Bill Halainen, Editor, *Ranger*, RFD #2, 41 North Great Road, Lincoln, MA 01773, (617) 259-0397. Editorial guidelines are available upon request. Submissions should be typed and double-spaced and submitted in duplicate when possible.

A membership/subscription form is available on the inside back cover. If you have moved since the last issue, please send your old mailing label and new address to ANPR, Box 222, Yellowstone National Park, WY 82190. Include your four letter park code and region.

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## President's Message

It is an honor and a privilege for me to begin a two-year term as your president. I sincerely appreciate all the kind messages of support and encouragement which I have received. I look forward to the challenge of the assignment and pledge to devote my energies to achieving Association goals and directives.

In the past seven years, ANPR has tackled many problems that have long been troublesome to the Service and/or to individual park rangers — the 025/026 issue, quarters management, seasonal concerns, revisions to 36 CFR and NPS 9, management identification and development, and dual careers. In some areas, Association leadership or input has had significant results; in others, the progress has been less notable and the lack of specific achievement frustrating. However, in each instance ANPR has played a major role in getting management's attention focused on the issue and then assuring credible and substantive field comments, including the offer of possible solutions.

There are more challenges ahead. At the Rendezvous last fall, the board pledged itself to devote its energies to resolving some interests and concerns of seasonals. Laurie Coughlan, eastern vice president, will be working with Jen Panko and Debbie Forman of the seasonal work group in a renewed effort to get health insurance for seasonals. A letter has been written to the director requesting that the authority for the assignment of "highly recommended for rehire (HRR)" remain with the first level supervisor and that a Servicewide approach be taken in advising parks on the issue of the evaluation ratings that does not advocate quotas, goals, or guidelines on the number of HRRs. The Association has also recommended that the number of parks to which seasonals can apply to be increased from two to six.

ANPR is working with the training division in Washington to identify seasonal training opportunities outside of Service sponsored courses. The most important source of this information is the seasonals themselves. I encourage seasonals to contact work group leader Debbie Bird or their regional representative so that a list of training opportunities can be compiled.

The Association is continuing to provide assistance to the director's task force on long range housing. This is especially important as the Service moves toward policy implementation and as parks begin to prepare quarters management plans which will be required Servicewide in 1986. ANPR is also committed to providing whatever assistance is necessary for the Service to enter into contract to pro-

vide relocation services for its employees. Authorization for such assistance was provided in Public Law 98-151, passed in 1983. This will go a long way toward improving employee morale and enhancing the opportunities for mobility.

At the board meeting in October, ANPR was formally asked by the National Parks and Conservation Association to participate in the preparation of their comprehensive national park system plan. ANPR agreed to assist with two components of the plan that are directly related to the promotion and enhancement of the ranger profession — staffing and the Service's interpretive program. Further details on this involvement will appear in the next issue of the journal.

Over the years, ANPR has developed an outstanding track record in communicating for, about and with rangers. This excellent journal and the annual Rendezvous are the Association's most effective means for accomplishing this. I have always been impressed by the tremendous amount of energy exhibited by ANPR members and their willingness to devote their personal time and efforts to work on problems and their resolution. Many have stepped forward in the past and I encourage those of you who want to become more actively involved to do so now. No volunteers will be turned away. Your regional representatives will be glad to hear from you. Let them know what's on your mind.

The first order of business for me is to meet with the new director and the assistant secretary for fish and wildlife and the parks. Since its inception in 1977, ANPR has maintained excellent communications with the Washington directorate, and has established a reputation as an organization that can be depended upon to give good, solid advice and to articulate accurately the views of the field as represented in its broad-based membership. I intend to continue that tradition.

It should be a fun — and I hope productive — two years.

Maureen Finnerty  
Everglades

Cover photo: Horse-mounted patrol rangers at Yosemite during Queen Elizabeth's visit in 1983. Photo by Mike Dixon.



## Washington Report

### Washington Office

#### Ranger Activities

A work group has been established to work on revisions to part four of 36 CFR. The members of the group are Andy Ringgold, Washington Office; Sgt. Bob Reid, U. S. Park Police; Jim Fox, Blue Ridge Parkway; Peter Nigh, Albright; Pat Buccello, Sequoia; Paul Anderson, Delaware Water Gap; Bob Mihan, Yellowstone; Steve Shackleton, Hawaii Volcanoes; and John Sharp, Solicitor's Office. They are in the process of looking over the several hundred comments received from the field, examining current regulations, and appraising proposals for new one. The "optimistic" prediction for the appearance of a draft for field review is mid-June.

Work continues on the guidelines for structural fire (NPS 58), search and rescue (NPS 56), NIIMS (NPS 59), health and fitness (NPS 57), and aviation management (NPS 60). All are in various draft stages. NPS 51, the EMS guideline, is receiving final editorial corrections and should be in your hands sometime in March.

#### Automated Placement System

The field questionnaire on major job tasks which everyone in the 025 series received (about 2300 rangers) in January is the first step in the development of the proposed automated placement system. According to the personnel office, the ensuing steps in the system's development will be as follows:

- analysis of all questionnaires to determine primary ranger duties;
- identification of KSA's for those primary duties by park;
- development of ranking criteria for the KSA's by subject matter experts;
- development of an application questionnaire;
- contracting for the development of software for the system;
- testing of the system in select areas; and
- application of the system Service-wide.

It is estimated that this entire process will take about two years. The biggest unknown in the sequence is the amount of time it will take to develop the software; the best estimate is about a year. *Ranger* will keep you posted on further developments.

#### Housing

NPS 36 has been approved and the Service is now operating under its policies. Rental rates were implemented on

February third based on the revised OMB Circular A-45, with provision made for isolation and amenity adjustments.

The housing office emphasizes that the target date for the implementation of all the findings of the studies currently being conducted by the Long Range Task Force on Housing is 2005, and that major dislocations are *not* imminent.

#### Training

The training office advises that the special training issue of the *Courier* has now been distributed to all Service employees, and emphasizes that it is important for employees to use it in developing their individual development plans (IDP's). The *Courier* contains a section on other sources for training as well as the listing and description of all Servicewide course offerings for fiscal '85 and the first quarter of fiscal '86.

#### New SF 171

OPM has released its new Standard Form 171 (Application for Federal Employment), which was revised last year. Although the old form may still be employed, the new one is already in use and should be available at your local OPM office. The GPO number for it is 1984 0-421-526 (202).

### Administration

#### The Budget

At press time, the fiscal 1986 budget had just been released. The proposed budget includes the following elements:

- a 5% pay reduction, which would be effective 1/1/86;
- only about \$11 million for land acquisition to cover court awards, hardships and administrative costs;
- a cut of about \$60 million in the construction budget from last year's level of about \$115 million;
- an elimination of road construction and rehabilitation funds;
- funds to study about 5,800 FTE's Departmentwide under A-76;
- proposals to raise entrance and user fees by nearly \$40 million.

In addition, under the Deficit Reduction Act, the Department of Interior has to cut \$43.3 million from the fiscal 1985 budget. The biggest cuts are to come from the operation of motor vehicles and from travel and transportation.

#### New Commission

President Reagan has announced the formation of a fifteen-member Commission on Outdoor Recreation Resources Review. The commission will examine existing outdoor recreation programs and

policies of the private sector and at all levels of government. Many programs and issues of importance to the National Park Service will be reviewed and possible recommendations made. The Land and Water Conservation Fund, the wilderness system, increased use of fees, the role of the private sector and many other areas will probably be on the Commission's agenda.

### Congress

#### National Parks Subcommittee

There will be a new Interior subcommittee dealing with park issues in the 99th Congress. For the past four years, all public land and park issues were handled in one subcommittee chaired by John Seiberling (D, Ohio). The new Subcommittee on National Parks will be chaired by Bruce Vento (D, Minnesota), a member of the Interior Committee for several years and an extremely strong supporter of the National Park Service.

#### American Conservation Corps

For the first several months of the new term, Congress is expected to focus on budget issues. For the most part, action on other legislation affecting the parks is likely to be delayed until the summer. One piece of legislation, however, that is likely to move earlier is the American Conservation Corps. John Seiberling, the Chairman of the Subcommittee on Public Lands, held the initial hearing on February seventh. Similar legislation passed the previous Congress but was vetoed by President Reagan.

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Administrative and Congressional reports were prepared by Bill Lienisch of the National Parks and Conservation Association; the remainder were prepared by the editor.



## In Print

### Books

*On Interpretation: Sociology for Interpreters of Natural and Cultural History*, edited by Gary Machlis and Donald R. Field. 176 pages. \$11.95. Oregon State University Press, 101 Waldo Hall, Corvallis, OR 97331.

Ask an interpreter, "Do you really like park visitors?", and the nonplussed reply is usually, "Of course, I love people!" But think about it. As a child, weren't you certain that some teachers liked Chaucer and Pythagoras, but hated kids? And haven't you always suspected that librarians like their books, but are only tolerant of book browsers? More recently, I've learned the hard way that some doctors thrive on the study of medicine, but truthfully despise patients!

As with other things of which we may profess likes or dislikes — classical music, modern art, sashimi cuisine — an admitted dislike of people is often attributable to not knowing (or caring to know) very much about them. People, particularly as individuals, are hard to learn about. Sociologists would have us believe that groups, kinds, or categories of people can be studied with a little more reliability. Sociologists Machlis and Field further propose that "interpretation and sociology can be useful partners," i.e., interpreters should know more about their clients and sociologists should know more about the role of interpretation — in recreation settings and society at large.

To this end, the editors have assembled three clusters of dissertations which address theory/technique, specific case studies, and essays (a euphemism for "opinions"). Their editing role was likely a titular imposition, as Doctors Machlis and Field either authored or co-authored eight of the eleven chapters. The categories of people elevated to the light of scrutiny in these dissertations are rather representative of the groups with which most interpreters profess concern, but a few others are thrown in, too, just to keep from stereotyping our stereotypes. Naturally, a chapter is devoted to children, and another to the elderly. Though predictable in its selection for this book, Joseph Meeker's essay on "Red, White and Black in the National Parks" is provocative and a good enough reason to buy *On Interpretation*.

Other sociological groups of alleged significance to interpreters are represented here by the family campers, the Japanese tourist, and even Alaska-bound cruise ship passengers. What we have is not a cross section of visitors, not even a potpourri, but a few "kinds" of folks much in evidence in the National Parks. The

fact that more "kinds" are not included is a silent shout that we interpreters need to know more.

A not-so-silent shout terminates the selection of essays in Ken Nyberg's 1977 plea to be left-to-hell-alone (!) by interpreters, "Some Radical Comments on Interpretation: A Little Heresy Is Good for the Soul." If you missed the original presentation by Nyberg at the Association of Interpretive Naturalists' Workshop at Texas A&M University, here is another good reason to own *On Interpretation*.

Machlis and Field's effort is a first and fine attempt to describe some things that have been learned, portray some beliefs strongly held, and pitch for the acquisition of more of both. Don't bother to pick it up if you're looking for reams of evidence to support your own unwavering convictions. But don't fail to pick it up if you hunger for a little cerebral nourishment in an easy-to-use-and-enjoy anthology.

Bill Sontag  
Rocky Mountain RO

*Interpretation for Disabled Visitors in the National Park System*, National Park Service. 107 pages. \$4.00. Superintendent of Documents, U. S. Government Printing Office, Washington, D.C. 20402. Stock number 024-005-00871-3.

"A disabled individual's opportunity to participate in an activity should not be denied based upon our own assumptions of what a disabled person can or cannot do." The Washington Office of Special Populations and Programs has recently produced an excellent 107-page book on the subject of accessibility for park areas with coverage of both "program" and "physical" access. Although directed at Park Service interpreters, the great majority of the book is useful for anyone who deals with park visitors.

A general introduction provides a brief overview of the disabled movement in America and helps get the reader up to speed in working with visitors who have one or more disabilities.

The body of the book has a section for each of the major disabilities (mobility, visual, deafness and hearing, and mental or learning impairments) with general characteristics of the particular population, guidelines for making interpretive services accessible to this population, tips to consider when planning for and working with disabled visitors and specific resource material. The resource material gives wheelchair accommodation dimensions, sighted guide techniques and captioning information, for example.

An excellent "Interpretive Program Accessibility Checklist" is included in the appendix, which allows self-evaluation of interpretive services.

Highly recommended reading for all park staff members who deal with the public — interpretation, protection, maintenance and resource management — that will help us do a more sensitive and, therefore, effective job of serving the public. The book was printed in limited numbers and recently distributed. Extra copies are available from the Superintendent of Documents.

Jim Tuck  
Rocky Mountain RO

### Periodicals

The January/February issue of *National Parks*, the magazine of the National Parks and Conservation Association, is of more than usual interest to park rangers. The theme of the issue is the impact of increased visitation on the parks, the controls that need to be considered in dealing with the problem, and actions rangers must take when people exceed their limits.

Laura Loomis examines the problem associated with greatly increased visitation, and contends that the parks must determine their respective carrying capacities before knowing how to deal with the increasing numbers.

"Managers need to define not only what resources to preserve," she says, "but also what type of visitor experience an area should provide." Though recognizing that the addition of "psychological aspects" in calculating carrying capacity is controversial, she argues that it is vital to the process of arriving at proper visitor limits.

She then goes on to present NPCA's eight-step procedure for determining carrying capacity, a process that's worth examination by anyone involved in such determinations.

The article also includes a poll of almost 6,000 Americans which correlates age, gender and income with a wide variety of outdoor activities.

Roderick Nash follows with an article advocating the restoration of self-reliance to the wilderness experience. "The uncontrolled qualities of the old wilderness could exhilarate as well as intimidate," he says. "The new wilderness, on the other hand, is tightly controlled and less wild. In fact, the term 'wilderness management' is a contradiction."

Nash argues for the designation of "no-rescue wilderness" areas in some parks, places where visitors understand that they're on their own.

"National park zones of self-reliance could be rated for visitor competency and should be accompanied by a program of wilderness licensing," he says, enlarging on the idea. "Let those who wish to enter no-rescue wilderness prepare themselves for that privilege."

By completing training and competency tests, a "more competent visitor" would result, one "capable of protecting self, group, and also the wilderness resource." Additionally, this would benefit the parks by giving "some wildernesses a chance to be really wild."

Doug Robinson and Connie Toops have separate articles on search and rescue in the parks. Robinson tells a well-told tale of his rescue from a precarious position on a cliff face at Yosemite, then contrasts this with his experience as a rescuer in the same park a dozen years later. Toops presents an overview of search and rescue in the Service. She examines the types of problems faced, the training and testing rangers must go through, and the continuing question of who pays for searches and rescues.

Single copies of National Parks are available for \$3.00 from NPCA, 1701 18th St. NW, Washington, D.C. 20009.

Rick Lavalla and Skip Stoffel of the Emergency Response Institute are the editors of the new *National Emergency Training Guide*, the first issue of which appeared this past fall.

The guide, say the authors, is designed to provide a central source for "training opportunities and resources that will enhance your emergency preparedness and response capabilities," and its contents confirm this. There are listings for emergency management courses, video tapes, newsletters and magazines, books, films, catalogues, references, and a host of other entries on places to find everything from search dog saddle vests to disaster triage tags.

The authors are interested in receiving information on anything that will improve emergency preparedness and response training, and ask that contributors send a description of the item, its cost, how it applies to emergency response, where it may be obtained, and your own editorial comments.

Contributions should be sent to National Emergency Training Guide, 1819 Mark St. NE, Olympia, WA 98506. Copies of the guide may also be obtained by writing to that location, but a subscription rate is not listed in the first issue.

Last December, *USA Today* engaged the Roper Poll to sample 2,000 adult Americans on their perceptions of federal agencies. The National Park Service topped the list with an impressive approval rating of 84%. The five runners-up were the Food and Drug Administration (78%), Consumer Products Safety Commission (78%), Veterans Administration (77%), and Federal Communications Commission (74%).

The fall issue of *The Interpreter*, the publication of the Western Interpreters Association, focuses on professional standards in interpretation. Two of the articles within — one by Caroline Wakeman Evans of Hawaii Volcanoes and the other by four Minnesota naturalists — present a number of interesting techniques for appraising programs, evaluating and counseling peers, establishing a network of evaluators in various professional areas, recording audits, and pre-determining program themes and objectives.

Evans also gives some sound advice on coaching employees on their programs, and the Minnesota authors present a compilation of similar methods for offering positive criticism to interpreters.

Back issues of the journal are available for \$1.50 each from Doug Bryce, the association's executive manager, at Box 28366, Sacramento, CA 95828.

An article in last December's New York *Times*, entitled, "Federal Workers Termed Overpaid," reported on an OPM study which claimed that a five percent pay cut for federal workers in the fiscal 1986 budget "would begin moving federal pay toward market levels, as well as trim the budget deficits by \$13 billion over three years."

According to the OPM report, "such a proposal would be more humane than the only realistic alternative, the separation of 125,000 employees in order to achieve a spending reduction of the same magnitude." It noted that federal "quit rates are much lower than those in the private sector" and concluded that there was "just one reason: overall compensation is too high."

"Compensation rates should be lowered to reduce the Government's unfair competitive advantage over the private sector," it said.

But a January issue of the *Federal Employee News Digest* contended that the proposed pay cut "was virtually dead on arrival" at the newly convened 99th Congress.

The Digest said that Sen. William Roth (R, Delaware), the chairman of the Senate Governmental Affairs Committee, is firmly opposed to a pay cut, and quoted the Senator on the subject: "Most federal workers are 'hard-working, dedicated professionals, and we want to keep their talents and skills at work for the country,' Roth said. A pay cut could easily 'drive the cream of the crop' out of the government and create 'monumental morale problems for those who remain,' he added."

In this age of litigation and sometimes unreasonable (but frequently successful) tort claims against the Service, it's refreshing to hear a voice speaking up for the agency.

The following is excerpted from Wayne Arnst's column in a December issue of the Great Falls *Tribune*. He is commenting on a \$2 million tort claim filed by Atty. Melvin Belli against Glacier and on behalf of two Californians who were mauled by a grizzly while hiking well off a main trail:

"...the last time we entered Glacier National Park, we were handed material warning us how to act and behave while in grizzly country (which includes the entire park and surrounding areas) in order to avoid any conflict.

Trailheads, at least those we entered, were posted with signs indicating that grizzlies had been noticed in the area. The bear literature suggested it would be wise for hikers to travel in groups, make noise, stay on trails and not startle a bear.

Short of sending an armed ranger along with hikers to kill any bear that would attempt to make offensive moves toward trespassing tourists, it is difficult to visualize how the National Park Service could take steps to completely protect campers, especially those who violate the rules designed to protect them.

What is even more hard to visualize is how the well-recognized California attorney expects the Department of Interior and the American taxpayer to seriously consider what appear to be frivolous tort claims.

We wonder — if we were to enter a San Francisco tavern that is the suspected hangout of known drug abusers, and if we were to threaten to sit on the favorite bar stool of a big, hairy individual, and if that individual exhibited anti-social behavior by punching, kicking and slashing us unmercifully, and if we managed to stagger out and escape, who would we file a tort claim against to collect exorbitant personal injury damages? Would the attorney sue the city commission? Or the police?"

There is a new ranger publication entitled *The Wildernaut* which is being put out quarterly by the American Park Rangers Association. The 16-page fall issue had articles on utilizing landscaping to help resolve law enforcement problems, court decisions, a piece on the workings of motorcycle gangs, environmental notes and a forum for members' comments and requests.

*The Wildernaut* comes with membership in the organization, which costs \$12.00 annually. Write to American Park Rangers Association, 134 NE 82nd Street, Miami, FL 33138.

Continued on page 23

## The Evolution of Enforcement in the Service

William O. Dwyer  
and  
Robert Howell

*"To conserve the scenery and the natural and historical objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."*(1)

This encompassing statement articulates the double mission fundamental to the National Park Service — on the one hand it must protect the resources which have been entrusted to it and on the other it must manage the people who come, for whatever reasons, to visit the resources. Unlike some organizations which operate in fairly static environments, the Park Service is faced with the task of continually adjusting to the ever-changing demands and expectations placed on it by economics, politics and the millions of people who visit its areas each year.

In recent years part of this burden was clearly evident in the evolution of the law enforcement role of the park ranger, during which the Park Service had to meet a perceived need to pay more attention to its law enforcement and people-management responsibilities, while at the same time preserving what was held to be the traditional role of the park ranger as an ambassador of good will. The history of this changing role is charged with strong, yet varying opinions, heated debates, false starts and many trips back to the drawing boards. It is a story of organizational change and, in our judgment, one of successful change.

What happened during this period of transition? How did the Park Service deal with these changes? What pressures had to be contended with and what balances had to be reached? Parts of this story are known to many in the Service, but few — particularly among those new to the agency — have heard it in its entirety. Because of this and because much of the dust has now settled on the law enforcement question, we feel that this is a proper time and place to examine how the Service

developed a law enforcement capability to meet the new demands placed on it.

Historically, park rangers have been responsible for the protection of park areas even before they were officially called "rangers" in 1905(2), and it is possible to trace the evolution of law enforcement functions in the Park Service back to its inception. However, significant changes in the ranger's law enforcement role did not begin to take place until the late 1960s.

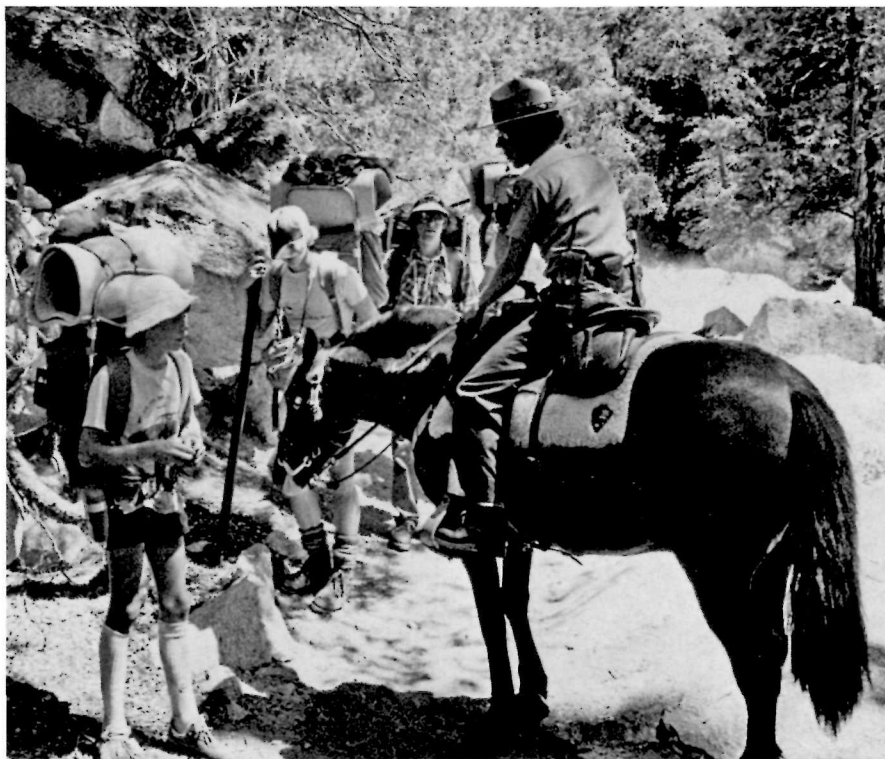
The 1960s and early 1970s witnessed the advent of the national recreation areas and national seashores and lakeshores, many of which were near urban locations and were developed with extensive visitor use in mind. The introduction of these areas modified rangers' responsibilities and oriented them toward the visitors and their behavior, in contrast to the resource-protection emphasis they had traditionally known. People were beginning to make much greater use of park areas, and with these people came a need to manage them effectively.

In 1970 the International Association of Chiefs of Police completed a study for the Park Service which revealed that an increasing burden was being placed on the park ranger in the area of people management and law enforcement. The report stated that this burden stemmed from the "growth in public use in national parks and the growing tendency to disregard

park regulations and the rights of others."(3)

A major incident supporting the findings of this study occurred in Yosemite in July 1970. Several hundred young people gathered in Stoneman's Meadow and drew complaints of "dope, profanity, nudity and sex" from other park visitors. After this group ignored a curfew, rangers on horseback drove them from the meadow, but the following day the group returned and this time the rangers were met with bottles and rocks.(4) In the hours that followed, nearly 100 police officers from nearby communities assisted the rangers in quelling the disturbance. Numerous people were arrested and several accusations were made concerning the use of excessive force by police and rangers.(5)

Referring to this incident two years later, then Assistant Director William C. Everhart wrote, "The rangers, including a number of seasonal employees, were desperately trying to handle a situation for which they were ill equipped by reason of training, equipment and ideology. Should another disturbance occur, however, it will be treated differently."(6) In spite of this clear demonstration of the need to reassess the role law enforcement should be playing in the Park Service and the training and authority park rangers should be given to become effective people managers, these developments would



Richard Frear

Ranger at Sequoia/Kings Canyon explains back-country regulations to a group of hikers.

Dr. William Dwyer is head of the park ranger training program at Memphis State University and a seasonal at Acadia.

Robert Howell is a former park ranger currently working as a DEA agent in New York.



be slow in coming as the Service attempted to structure these changes and avoid the possibility of an independent "police" subculture evolving within the ranger ranks.

Throughout the history of the Park Service the image of the ranger had been that of a dedicated naturalist or historian protecting a treasured resource and providing services to the public. This image was accepted by the rangers, the Park Service and by the public as a whole. A metamorphosis of the ranger's role to include police training and functions would be threatening to many within the system and any changes would have to produce a minimal impact on this positive ranger image in order to be accepted.

In spite of the general trepidation about a "police" subculture, it was clear to many that change would have to take place. As noted in a 1970 survey conducted by the U. S. Park Police, "...if we do not deal effectively with this problem (violators annoying visitors) the camper who brings his family may be persuaded not to visit the National Parks...."(7) The same survey noted that the Park Service had not recruited personnel who had the training or desire to engage in law enforcement and that many who were already in the service did not want to accept the role of "cops" in the parks. These were rangers who were ill equipped by reason of "ideology" to whom Assistant Director Everhart had referred. Thus, the seeds of resistance to change were already apparent.

In order to accomplish its expanding people management function, the Park Service had to overcome three major problems: There was a lack of clear statutory authority, law enforcement guidelines, and standards of behavior; there was a general reticence to make a greater law enforcement role part of the park ranger's responsibilities; and, if and when this greater role evolved, it had to be prevented from dominating the park ranger's total identity.

### Changes in Statutory Authority

Prior to 1976, the statutory authority allowing rangers to enforce regulations in Park Service areas was very vague and did not give expressed permission to carry firearms or make arrests for federal crimes.(8) The most significant change in Park Service law enforcement authority to date came in the form of Congressional action signed into law in 1976. Public Law 94-458 (16 USC, Section 1a) was known as the "General Authorities Act"; it clearly established the power of the Secretary of the Interior to designate certain employees to "maintain law and order and to protect persons and property within the areas of the National Park system."(9) For the

first time certain park employees (i.e., rangers) were authorized to carry firearms, make arrests, serve warrants, and conduct investigations in the absence of, or in cooperation with, other federal law enforcement agencies.

The General Authorities Act also laid to rest a movement which surfaced during this period when the ranger's role was under transition. Many in the Park Service felt that police tasks could be contracted out to local law enforcement agencies. By having police and sheriff's deputies patrol the parks, it would enable the rangers to engage in traditional ranger activities, to manage the resources and preserve their friendly image among the visitors. Strong feelings arose both for and against the contract law enforcement notion, but the issue was resolved by the General Authorities Act; it mandated that the Park Service "...shall not authorize the delegation of law enforcement responsibilities of the agency to State and local governments..." except to supplement rangers in cases of emergencies.

Still others believed that the traditional social ambassador role of the park ranger could be preserved by expanding the U. S. Park Police and giving them primary responsibility for law enforcement in the parks.(10) With the implementation of the General Authorities Act and the changing role of the park ranger, this movement, like contract law enforcement, would never become a reality.

Although Public Law 94-458 clearly established a law enforcement role for park rangers, the legislators who enacted it were sensitive to the general concern that the new authority might pave the way for the development of a "police" subculture within the park system. In the House Report accompanying the act, Congress was very clear in its intent that the new law enforcement responsibilities were not to encompass the total activities of park rangers; rather, they were to engage in law enforcement only in conjunction with their other traditional responsibilities.(11) This Congressional caveat also reflected the central theme of the Park Service in its effort to develop and adjust to a law enforcement function which the times had mandated.

### The Law Enforcement Subculture

With the passage of the General Authorities Act, renewed concern developed in the Park Service over the impact of the law enforcement role on the park ranger. Lines were drawn between those who welcomed law enforcement as a tool for managing people in the parks and those who were concerned about the possibility of the new authority nurturing a "police image" among rangers. This feel-

ing that law enforcement duties could interfere with the other ranger functions was expressed by then Director Gary Everhardt in 1976 in a memorandum stating that he believed some parks had let their law enforcement activities get out of balance with other ranger functions. Everhardt stressed the importance of adequate law enforcement without detracting from other traditional visitor services.(12)

Conversely, others saw the new authority as a definition of the role the ranger was to play in the protection of parks and their visitors. In a number of parks (especially those with exclusive and concurrent jurisdiction) rangers had been required to enforce laws with vague authority and with little assistance from local police agencies.(13) Many of these rangers welcomed the clear authority to deal with the "increasing criminal activity on visitor-oriented federal lands."(14) Some parks were beginning to experience the same types of crimes that had plagued only urban areas in the past, and in some areas a sense of urgency was developing that positive steps should be taken to deal with the problem. During this period the name Ken Patrick was central to any discussion of the problems of crime in the parks. While making a traffic stop, ranger Patrick was shot to death in 1973 by a felon at Point Reyes National Seashore.(15)

### The Gun Issue

It is certainly true that this type of crime in the national park system was not commonplace and that rangers enforcing regulations are rarely in fear for their lives, but the incident did present a strong argument for insuring that rangers were adequately trained and equipped to deal with the most dangerous situations. Nonetheless, in the years that followed Patrick's death, the debate over the appropriate law enforcement role for the ranger continued to grow. One of the focal points for this debate centered around the issue of wearing sidearms; the gun became the symbol for people on both sides of the debate.

In June 1975 Chester Brooks, then Mid-Atlantic regional director, issued a memorandum asking all park superintendents in the region to submit a "list of justifications wherein it is essential for employees to wear sidearms and defensive equipment."(16) This memorandum was followed by another in which Brooks stated that the sidearm was not to become a "standard item of the uniform" and referred to the wearing of sidearms as exhibiting a "hard" law enforcement image. Brooks included in his memorandum a quotation from one of his superintendents which read in part "...the ranger who

wants to wear a sidearm to fulfill an image of himself as a 'law officer' is, in our judgment, not measuring up to the ranger image or the goals of the Service." (17)

In 1976 there was an incident which clearly demonstrated the polarization of attitudes concerning the role law enforcement was to play in the Park Service, and again sidearms were the focus of attention. To assist the park rangers with crowd control during the July 4th Freedom Week festivities at Philadelphia's Independence National Historical Park, an eight-man team of rangers was brought in from Fort McHenry, where they had been temporarily assigned to handle the celebration there, as well as a team of 40 rangers from the Southeast, Southwest and Mid-Atlantic regions. These two teams were summoned to respond to a "law enforcement emergency," and because of what they perceived as the nature of their assignments, these rangers felt they should be armed at all times. (18)

However, the staff at Independence and the Mid-Atlantic regional director felt that the situation did not require arming rangers during daylight hours. The team members were told to comply with the weapons policy or go home. (19) They stayed, but according to the report filed after the event, they "...worked out much less effectively." (20) Whether that assertion is true or not is, of course, open to

debate. Nonetheless, the situation did clearly demonstrate the difference of opinion as to what the NPS ranger "image" should project.

### The Ranger Image Task Force

In an attempt to resolve some of the dilemmas created by the changing law enforcement role of the park ranger, then Director Gary Everhardt established a special task force in 1976 to study the image of the park ranger and to "...formulate a policy statement and define appropriate procedures..." for carrying out the law enforcement mission. The purpose of this task force, headed by Western Regional Director Howard Chapman was to define the role of the ranger so that the specialized skills required for law enforcement could be developed without creating a police subculture within the Park Service.

This task force involved itself with issues very broad in scope and not only attempted to define the role of the ranger and the relationship of law enforcement to that role, but also made recommendations pertaining to equipment, training, reporting procedures, and the perceived impact of police functions on the park system as a whole. (21) In striving for this balance between law enforcement and the other ranger responsibilities, the task force made certain recommendations

which were thought by some to conflict with specialized law enforcement functions. A few of these conflicts involved suggested modifications of police equipment specifications to fit perceived organizational image requirements of low key law enforcement. As usual, the wearing of firearms was one of the more emotional issues in the debate over the ranger image. This time it centered around a report recommendation that all sidearms have a barrel length of two inches in order to make them less noticeable to the public. (22)

Another conflict arose from the recommendation that the park ranger badge, which had been part of the uniform since 1916, should be worn by only those rangers qualified to engage in law enforcement activities. Of course, this meant that superintendents, interpreters, resource managers and other uniformed personnel not qualified to enforce the law would have to give up their badges. The complaints about this proposed change and the fears about a burgeoning law enforcement subculture were immediate and predictable, and the recommendation was never implemented.

In response to the task force report, Western region solicited the assistance of a consultant to evaluate the park ranger image vis a vis his/her law enforcement role. Again guns became an issue: this report countered the two-inch barrel recommendation with some documentation that four-inch revolvers were superior and preferred by 88% of supervisors and rangers in the region. The same poll indicated that 100% of these rangers preferred to wear handcuffs on the belt instead of in the pocket, as was the policy at several parks in the region. (23)

In spite of some controversial points, the Law Enforcement Task Force made several good recommendations concerning the expansion of the ranger's law enforcement responsibilities; it pointed the way toward many good solutions and suggested several viable options for future law enforcement planning. In April 1977, the report was approved by Director Everhardt.

### The GAO Report

In 1976, those supporting a greater law enforcement role for the park ranger received unexpected support from a General Accounting Office (GAO) Report on "Crime in Federal Recreation Areas." This report was based on a study of six governmental agencies which administer federal recreation areas, including the National Park Service. The report concluded that crime in these areas was a serious problem and that agencies responsible for protecting the visitors should "...develop and implement a program for



National Park Service

Rangers and park police confront demonstrators at Minute Man bicentennial ceremonies in April of 1975.

visitor protection which has as its objective the protection of the visitors and their property.”(24) The report also suggested that these programs include law enforcement services to visitors, guidelines and standards (including philosophies, objectives and procedures), information systems, procedures for recruiting and promoting competent people, and adequate training and equipment for law enforcement rangers.

In his response to the report, Director Everhardt questioned the finding of the GAO that crime in the national parks was a “serious problem” throughout the system, and he suggested that the recently-passed General Authorities Act had given the Park Service sufficient law enforcement authority to deal with law enforcement problems in its areas. Furthermore, Everhardt pointed out that the claims of the GAO could instill in the public unwarranted fears about visiting the park areas.(25)

Despite any doubts about the validity of the GAO report, it was not long after it was issued that the Park Service began to reevaluate the training of its law enforcement personnel. In 1978 the Federal Law Enforcement Training Center developed a nine-week law enforcement curriculum called “Basic Law Enforcement for Land Management Agencies”, the purpose of which was to provide a basic 360 hours of police training to all land management personnel with enforcement responsibility, including National Park Service rangers. The Federal Law Enforcement Training Center had evolved in 1970 as a joint interagency effort to provide quality police training for federal officers faced with the increasing law enforcement demands of the 1970s. The center got its start in Washington D.C. as the Consolidated Federal Law Enforcement Training Center. In 1974 it dropped “Consolidated” from its name and moved to Glynco, Georgia, where it is currently located.

### Park Ranger Law Enforcement Commissions

With the passage of the General Authorities Act in 1976 the Park Service moved to clarify who among its seasonal and permanent personnel would be given the authority to engage in law enforcement activities. Since 1974, the Service had issued “C Cards” to certain employees, designating them as law enforcement qualified. In 1976 this system was disbanded when Acting Director William Briggie issued an order which established two levels of law enforcement authority. Class I authority was to be given to all those who held valid “C Cards” and to members of the U. S. Park

Police. Those holding Class I authority would have to have undergone a minimum of 360 hours of law enforcement training either at the Federal Law Enforcement Training Center or some comparable institution, or they would have to possess comparable experience. Those who held Class II law enforcement authority were not intended to be armed law enforcement officers but would serve to “...help facilitate the proper management of those park areas which do not have a substantive law enforcement problem...” by being authorized to issue citations for minor infractions.(26) The training for Class II authority was to include a minimum of 40 hours involving specific subject areas.

In 1977, before this new commission system was to go into effect, Director

Everhardt abolished the concept of Class II authority and approved a recommendation for a minimum requirement of 200 hours of law enforcement training in 18 subjects to apply to both seasonal and permanent rangers engaging in law enforcement activities. The relaxing of the training requirements provided some relief for the park areas, many of which were facing the prospect of inadequate staffing for their law enforcement needs.

In 1980 the law enforcement commission underwent yet another change when the Service established a system of three levels of law enforcement authority. The full commission was to require 360 hours of training as developed by the Federal Law Enforcement Training Center, and those holding it were authorized to carry out all the law enforcement functions



Seasonal law enforcement training at schools like Memphis State (top) prepare rangers for field law enforcement activities such as this traffic stop at Shenandoah (bottom).

Bill Dwyer

Bob Panko





granted them by the 1976 General Authorities Act. The new "seasonal law enforcement commission would require 200 hours of approved law enforcement training and would authorize its holder to carry firearms, make arrests and conduct investigations of minor incidents only. This seasonal law enforcement training is provided at no expense to the Park Service by a handful of approved colleges and universities across the country. The new park protection commission would be similar to the old Class II commission; the required training would be the same and those holding it would be employed to supplement law enforcement efforts by authorizing them to write citations for minor violations.

The present system of three levels of law enforcement authority has been in effect for four years and seems to be working quite well for the parks. During this time it has undergone only slight modifications: the 200 hour seasonal training requirement has been increased to 245 hours, and seasonal rangers are now authorized to become involved in the warrant-serving process.

### Resolution of the Gun Issue

As we have pointed out, the issue of sidearms often dominated the debates and decisions about the role of law enforcement in the Park Service during the 1970s. In 1975 the Service issued NPS-9, a comprehensive set of guidelines on how law enforcement in the National Parks was to be conducted.<sup>(27)</sup> The section on firearms skirted the issue of whether or not law enforcement rangers should wear them by giving individual superintendents considerable discretion in determining how and when they would be worn. Thus, rangers with law enforcement responsibilities in some parks wore sidearms all the time, in other parks they were to wear them only after sunset, and in still other parks they were not to wear them at all. Of course, these variations kept the issue of sidearms alive, even after the passage of the General Authorities Act. During these years it was common for the topic of sidearms to be raised at law enforcement in-service training sessions, with many rangers wanting to know why they were not trusted with the carrying of service revolvers "as part of their uniforms."

In 1980 the Park Service put the gun issue to rest with the issuance of a revision of NPS-9 which, among other topics, mandated that all rangers engaged in law enforcement activities will be armed.<sup>(28)</sup> Since then, all the rhetoric about guns has virtually disappeared, and no significant ill effects of the revised policy have surfaced.

### Enforcement in the '80s: Some Important Issues To Address

The decade of the '70s witnessed a rapid growth in the law enforcement role of the park ranger. The Service addressed a need to become more responsive to the problems created by those who, for whatever reason, choose not to abide by the legal and moral guidelines society has established to facilitate its members getting along with each other. This particular element of society seems to be on the increase, even in our national parks. Navigating in previously uncharted waters, the Service moved to fill the need for better law enforcement and visitor protection while at the same time working to keep the law enforcement role in its proper perspective.

Certainly, the underlying theme of a meaningful park experience has to be one of perceived personal freedom, and were the Service to allow the development of a police subculture within its ranks it would be jeopardizing one of the very reasons it was established. In retrospect, it appears that the Park Service was successful in achieving both its goals, and, as a group, the rangers of the '80s have incorporated their law enforcement responsibilities into their overall roles with a perspective and a maturity that must appear admirable, even to the most hardened skeptics.

To be sure, the Service still has a way to go. One of the recommendations of a follow-up report the General Accounting Office issued in 1982 was that "to the extent feasible (the Service should) remove manpower, resource and policy constraints which impede efficient and effective law enforcement efforts by giving emphasis and support to prevention activities."<sup>(29)</sup> The Service is now in the second phase of this role change. The law enforcement rhetoric has subsided, the issues which generated so much disagreement have died away, and the rangers are left with a new set of skills and attitudes that have prepared them to be more effective people managers and keepers of the peace. Whether they are truly prepared for what the future will bring to the parks in the way of deviant behavior, only time will tell. In our judgment, however, the appropriate groundwork has already been laid.

Yet some very important issues still remain to be dealt with. One of these involves the burgeoning area of civil liability stemming from activity (or lack of activity) in the law enforcement sphere. As an example, the Park Service does not require that its law enforcement personnel be certified to be free from any psychological disorders that would interfere with their law enforcement duties. It is only a

matter of time before this oversight will become a very costly issue in a vicarious negligence lawsuit in civil court.

The Service should also be taking a closer look at the concept of the visitor's "reasonable expectation of security." As a public entity which invites the visitors to its premises, the Service assumes some of the responsibility for the safety of their persons and property. Certainly this does not mean that the Park Service should ever become the complete insurer of their visitors, but in situations where harm or loss is foreseeable (such as the car cloutings that occur year after year), it is possible that some liability could be established. Thus, developments like the "Circle of Parks" effort among some of the western parks to reduce car clouting is a step in the right direction. Space does not permit a detailed examination of civil liability as it could be applied to park settings, but suffice it to say that the area is growing rapidly and contains a great deal of very sobering information for park administrators.<sup>(30)</sup>

There are several other issues that need to be dealt with as we continue through the '80s and enter the 1990s; among them are: standardization of law enforcement training, needs-based 40-hour refresher courses, compilation and dissemination of unique Park Service law enforcement incidents which would have value in training and in-service training, visitor abuse of alcohol, better methods for handling juvenile offenders, contingency plans for providing adequate protection in the face of shrinking budgets and manpower, and better strategies for achieving affirmative action goals. It has been said in many circles that, for the Service, the '80s will be the decade of resources protection. Certainly no one would disagree with that, but neither does it mean that it won't also be a decade of people management. With over 300 million visitors to its areas each year, the job of managing people is here to stay. So far we appear to be holding our own.

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## Managing Cultural Resources in the Parks

Sarah Hubbell  
Minute Man

The present cultural resources management program in the National Park Service has evolved greatly during the past decade, but much remains to be accomplished. In this article, I would like to propose that a two-pronged approach to cultural resources management be adopted in order to preserve them for the enjoyment of this and future generations — first, a cultural resources management trainee program, and second, a core curriculum course for field rangers/technicians and maintenance people. Together, the two approaches could help to improve the current state of cultural resources management in the system.

The need for a cultural resources management trainee program arises from a number of factors, including increased paperwork and regionalization. During the 1960s and 1970s, interest in historic preservation and in historic preservation legislation grew greatly throughout the United States. The increase in paperwork required by the Historic Preservation Act, Environmental Policy Act and Archaeological Resources Protection Act caused regional specialists in archaeology, historic preservation, curation, and architecture to be swamped with meetings and reports. Whereas an archaeologist from region or Denver Service Center might have at one time been in the field frequently, working with rangers/technicians and maintenance people to identify and anticipate problems, the same archaeologist today is likely to be attending planning meetings or testifying in court on artifact theft cases.

The problem with regionalization is subtler. It is not a problem with the regional "broad brush" approach, but with the lack of trained personnel at the field level to implement necessary follow-up activities. An example from contracting should help explain this point.

Since parks are obligated to identify all significant cultural resources, the Service has frequently contracted out the requisite research to universities and specialized consultants. Contracting and cultural resources specialists from region meet with park staff, develop the contract, and bid it out. The university then comes in and does the work. The contract usually

succeeds in taking care of the park's overall cultural resources identification needs, but, once it is over, the park may later come up with new questions regarding what are the best ways of maintaining, preserving, and interpreting the newly identified cultural resources or resource information.

The graduate student who did the contract is by this time long gone. The artifacts recovered are stored in an approved facility somewhere else and continuity regarding the project is lost. While regional personnel can assist in answering the technical resource preservation questions, the park needs someone who can translate the technical jargon and management questions into operational answers.

The natural resource management trainee program has shown the way to solve the cultural resource management problem at the park level. By having trained, field oriented people in the parks, day-to-day operational concerns can be met. At the same time, the parks would have knowledgeable advocates on their staffs to deal with on-site researchers, research questions, preservation problems and regional concerns. The present situation of generally having to react to problems after they have happened would hopefully shift to problem anticipation and avoidance. If during seasonal training a fire boss decides to dig a fire line as a training exercise, for example, the cultural resources management trainee could tell the fire boss what area of the park had already been totally excavated and would be safe to use. That way neither the fire crew nor the park would be put in the culturally destructive and embarrassing situation of digging through a potentially important habitation or burial site.

The selection and training of cultural resources management trainees could be handled in the same way that the natural resources management trainee program is being done. Ideally, a trainee would have a working background in park operations as a field-oriented person (ranger/technician) and an academic background in American history, North American archaeology (historic and/or prehistoric), curation/museology, or historic preservation. The trainee program would last two years and would be geared to produce generalists in cultural resources management. A combination of academic (university) training, testing in field-oriented preservation problem-solving, and work experience under the guidance of trained personnel in cultural resources would be needed.

Field placement would need to be slightly different than that done for the

natural resources management trainees. Instead of training people who would be expected to move anywhere in the system, it might be more cost effective to train a person in cultural resources management with a focus on a speciality, such as nineteenth century site preservation problems. The trainee would then be expected to work in either Civil War or other nineteenth century historic parks, or natural or recreation areas with a concentration of nineteenth century cultural resources such as Whiskeytown's gold rush locale.

Once the cultural resource management trainees were in the parks, they could then focus on the second phase of the cultural resource management/preservation program — the development of a "nuts and bolts" core curriculum training program for field rangers and technicians.

This program would focus on teaching operational skills in problem identification and reporting, and techniques for assisting cultural resource management specialists in solving these problems. A core of basic material would be taught nationwide, with electives added which would focus on problems in the specific park or area. One core course section, for example, might be on how to prepare Triple X documents. The examples then selected would vary depending on the area in which the course is taught, e.g., Civil War material at Appomattox Court House or Late Woodland/Mississippian artifacts at Effigy Mounds. Part of the curriculum could be borrowed directly from materials already taught in abbreviated form at Ranger Skills and at courses such as Edison's "Curatorial Sensitivity for Interpreters."

The format for a core curriculum course in cultural resources already exists. Interpretation has developed a two-level interpretive skills curriculum, and North Atlantic region has developed natural resource management skills courses for field personnel.

The need exists for a cultural resources management trainee program and for a core curriculum for training field people in problem solving and preservation techniques. Natural resource managers have shown the way in both areas, and, hopefully, we will soon see trained, park-level cultural resource managers acting on the sometimes mysterious and always present cultural resource problems in the parks.

Sarah Hubbell is a ranger at Minute Man who has a background in archaeology and cultural resources.

## Building a Spirit of Enthusiasm

Tom Haraden  
Golden Spike

A park ranger has just visited the last family in the campground, having informally chatted for a while and invited them to join him around the campfire in another half hour. He steps into the outhouse for a quick moment. When he emerges, a large group of children are gathered with surprised expressions on their faces. One of them says: "I didn't know rangers went to the bathroom!"

This example — a true one — shows the positive image National Park Service employees enjoy with the public. Over the years, we have carefully built a professional reputation with visitors, but have we been as careful in building a professional reputation with our own seasonal staffs?

The employees of the National Park Service are the single most important resource for accomplishing our mission. Building a team of employees who can work together to serve the visiting public and protect the parks because they want to is the best use of that resource. Measuring morale is difficult, but most managers agree that a satisfied staff is highly motivated, does better work, and is easier to supervise. Morale does not simply mean that people get along well with one another — the real test is performance. When high morale results in furthering the mission of the National Park Service, it is worth cultivating.

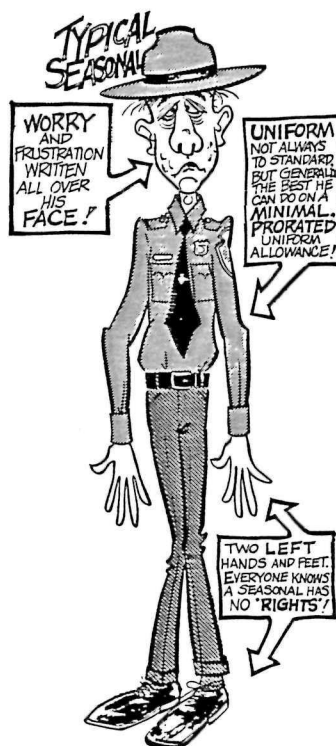
Building a spirit of enthusiasm is not something you can really "do," but you can create an atmosphere in which good morale can develop. It takes sensitivity and a willingness to see others as the uniquely motivated and talented people they are.

Creating an atmosphere of caring for people as individuals, team members, professionals, and human beings starts early. It begins before a seasonal is even hired. Before offering the position, explain the job that is to be done, the skills needed, the training you will provide, and the prospective living conditions. Better that they turn the job down right then than be unpleasantly surprised upon arrival.

Training begins the moment your staff is hired. If you don't want someone to

fail, don't give him the opportunity. Let people know what is expected of them and then give them the tools and information they need to accomplish it. Before people arrive, send books on the park, area literature, maps, and housing and uniform information. Mail out a newsletter describing the staff that has been assembled. Prearrival mailings not only keep people thinking and excited about their upcoming experience, but also show them that you are thinking about them and looking forward to their arrival.

Think of how welcome a person will feel when he or she arrives at the park and discovers a warm apartment, the refrigerator turned on with a cold drink on the



A Keith Hoofnagle illustration from Tom Haraden's "Staff Morale" brochure.

shelf, and the rust already run out of the pipes. Along with complete onsite training, everyone deserves introductions to the rest of the staff and a tour of the park and surrounding area.

Many parks have discovered that taking extra time and care in scheduling is an easy way to build and maintain enthusiasm for the work. Creative scheduling can create long weekends — an early schedule on the last workday of the week and a late schedule on the first. People like to have days off which they can count on; seemingly arbitrary changes without consultation can disrupt a seasonal's plans and cause ill feelings. Seasonals may only be in the park for the summer and have other interests besides work. Their days

off are important to them, so allow for their preferences if possible. Their feedback can make a schedule more workable, so be willing to change it for the better.

Build a team identity that everyone can be proud of. Hanging a staff photograph on the wall and recognizing good performance is a start, but being imaginative is even better. Design a team T-shirt, create fun slide programs, or keep a log of funny happenings throughout the season.

Such an attitude of caring should be felt through the entire season, so strive to make things better. Have brainstorming sessions and really listen to what is said; let your staff do the talking and allow them to come up with the good ideas. Never let your ego get in the way of a good suggestion. Carrying those good ideas through to completion helps build a spirit of creativity which in turn provides a sense of excitement and keeps people fresh. Keep everyone informed of things that will affect them and give them a genuine opportunity to evaluate the season from their point of view.

Once you've built a team, keep it all year by mailing occasional newsletters describing off-season activities and your preparations for the next year. It will not only keep them thinking about the park and bring back pleasant memories, but will continue to show all year that you care.

The whole idea behind building a spirit of enthusiasm is that general attitude of caring and taking your staff's morale seriously. It not only makes your job as a supervisor easier, but extends to making the visitor's stay more enjoyable.

Tom Haraden is a park ranger at Golden Spike. This article is based in part on a workshop he gave at Rendezvous VII.



## Rangers Through History

*The following is an excerpt from an article entitled "Ranger Heroes: The Dignity of Labor," which appeared some time in the 1940s (the exact date is not available) in The American Weekly. It was submitted by Bill Binnewies of Big Horn Canyon.*

One day last September Chief Park Ranger Perry Brown eased himself over the rim of the Grand Canyon to a narrow ledge 20 feet below where Mrs. Dede Johnson lay only a foot or two from a sheer drop of 700 feet and a mile above the turbulent Colorado River.

A few minutes before, Mrs. Johnson was posing for her husband's camera when her foot slipped and she disappeared below the canyon's rim. Her fall was broken by the ledge.

Aided by two other rangers, Perry Brown hauled Mrs. Johnson up to safety. A false step during the perilous operation would have meant death to all four. When all was over, the rangers returned calmly to their regular tasks.

Few of the millions who visit our national parks every year realize the full extent of the rangers' work. To enumerate their duties, such as protecting the parks' natural features, counting game, protecting life and property, enforcing laws and regulations, providing service to the public and many other stunts, doesn't sound in itself dangerous or romantic.

The rangers are the unsung type of heroes who, like their green uniforms, blend with the rugged nature in which they work.

But next time you take your jalopy through any of our national parks — from Acadia in Maine or Great Smokies in North Carolina to Olympic in Washington — remember Perry Brown. Or Bill Butler.

Bill Butler is now assistant chief ranger in Mt. Rainier National Park in Washington. Bill never talks about his exploits although he has risked his life more often than many an old-timer in service. One of his outstanding feats is known among rangers as the Case of the Lone Mountain Climber.

A young man, Bernard Fadden, an inveterate mountain climber eluded the vigilance of the rangers in February, 1936, and undertook to scale the 14,408-foot Mt. Rainier in spite of the mid-winter danger of such an attempt. He did not return.

Twelve days later, after a fruitless search, an airplane sent from Seattle spotted a black dot some 2,000 feet below the peak. Immediately, ranger parties were sent up.

After much toil through deep snow and ice, Bill Butler and his chief ranger reached the spot. They found Fadden frozen to death. Wrapping up the body in canvas, the two rangers, tied together with a rope, dragged it down the mountain. Suddenly, the chief ranger slipped and pulled Bill Butler and the body after him. Down the steep slope they slid, gathering dangerous speed.

Just a few feet from a deep crevice, Bill Butler, with great presence of mind and super-human force, stuck a blade into the icy snow and halted the slide. Thus Bill saved the left of the chief ranger as well as his own, without losing the body they were bringing back.

Bill has saved lives of men buried in snow slides, but Ranger Ben C. Miller can tell how it feels to be one of those buried. One day, while in Glacier Park in Montana, he was working on snowshoes along the side of the Scalplock Mountain some two miles from his station in Essex, when an avalanche rolled over him and carried him 200 feet downhill.

Knowing that a man buried in snow can live at most four hours, Miller frantically began clearing the snow above his head. He was able to break through within an hour. Then his problem was how to get out.

His pack and snowshoes were a great hindrance and his body lay at an angle of 45 degrees. He tried to get free of his snowshoes but failed. When night came, he yelled for help but none arrived, although he could hear dogs barking in nearby Essex. It took him 20 hours of clawing to get free of the pack on his back.

Then he was able to chop out enough frozen snow to reach his feet. After 25 hours he finally got to the surface.

Unlike Ben Miller and all the rangers, most of the visitors to national parks never realize the dangers they can get into and know less how to get out of them. An outstanding example was William P. Jacobs, 26 of Boston, a brilliant student at the California Institute of Technology.

On Saturday, February 2, 1946, Jacobs came with a young couple to Badger Pass, a skiing center in the Yosemite. Without an explanation, he left his party on top of the ski slope — and disappeared.

The following morning there was 16 inches of new snow. Search parties, organized under direction of Chief Ranger Oscar A. Sedergren, fanned out from Badger Pass. By Thursday every logical trail was carefully mapped and combed but no trace of Bill Jacobs. Twelve days after his disappearance,

*Continued on page 22*



Pat Scott

Ranger Bill Butler's "super-human" effort halts a near-fatal slide down Mt. Rainier in the 1930s.

## Field Reports

### Search and Rescue

#### Emergency Operations

The Emergency Response Institute is offering a new training course on managing emergency operations at the FEMA facility in Emmitsburg, Pennsylvania, from April 8th to April 12th.

The course, which will be co-sponsored by the Park Service and NASAR, will deal with "all of the basic tenets of emergency and disaster management," and will also examine some of the classic problems of such operations, including inadequate interagency communications, ambiguity of authority, poor utilization of outside resources, and unplanned and often negative interaction with the media.

The course is designed for managers with background in some area(s) of emergency response, and will look at the "big picture" in attacking major disasters. It will use actual case studies and emergency/disaster research to help participants "improve emergency management awareness, capabilities, coordination, communication and planning."

For further information on the course, contact the Emergency Response Institute (319 Olive Street, Cashmere, WA 98815; (509) 782-4832) or the NASAR Training Committee (1819 Mark St. NE, Olympia, WA 98506).

### Fire Management

#### Developing A Basic Library

Because rangers are involved in so many professional sub-specialties, they often don't have the time or opportunity to read deeply in each area despite a desire to expand their knowledge in many of them.

With that in mind, *Ranger* will be asking authorities in different fields to present short bibliographies of the important books, periodicals and publications in their specialties. The objective is to help members develop a good, basic library covering many aspects of the ranger profession.

Scott Erickson, park ranger and fire management specialist at the Service's Branch of Fire Management at the Boise Interagency Fire Center, prepared the following list of core materials on fire management. Scott emphasizes that the list is limited because so much of the basic material is available in the fire management curriculum offered by the Service in its regular training sessions.

This is Scott's list, with his comments appended:

#### History

*Fire in America: A Cultural History of Wildland and Rural Fire*, Stephen J. Pyne. \$35.00. Available from Princeton University Press, 41 William St., Princeton, NJ 08540. "A great perspective on the evolution of the fire management program" with lots of historical quotes and good references.

#### Periodical

*Fire Management Notes: An International Quarterly Periodical Devoted to Forest Management*, U. S. Forest Service. \$13.00/year. Available from Superintendent of Documents, U. S. Government Printing Office, Washington, D.C. 20402. "Essentially a periodical on the latest in what's happening in the field."

#### Reference

*Fire Weather: Agriculture Handbook 360*. No cost listed. Available from the Government Printing Office, Washington, D. C. 20402. Specify stock number 001-000-01093-0, or catalogue number Al.76:30. "A classic which everybody ought to read."

#### Text

*Forest Fire: Control and Use*, Second Edition, Arthur A. Brown and Kenneth P. Davis. Available from McGraw-Hill in New York (no further address available). "An overview" which covers many of the basics, but "precedes many of the new developments in the field."

### Interpretation

#### Upcoming Events

Two major interpretive events will be coming up in the next year.

The Association of Interpretive Naturalists' national workshop will be held May 6th to 10th in Seattle. The theme will focus on "bridging valleys" between professional interpreters and professionals in other disciplines who use interpretive skills. For details write: Steven Starlund, Program Director, AIN National Workshop '85, Discovery Park, 3801 W. Government Way, Seattle, WA 98199.

The First World Congress on Heritage Presentation and Interpretation will be held at Banff National Park, Alberta, Canada, from September 30th to October 4th. Topics to be discussed will be the state of interpretation around the world, contemporary issues in and case histories of heritage presentation, and changing roles for interpretation. There will also be a day of field trips.

For information, write: The Society to Promote the First World Congress on Heritage Presentation and Interpretation, Old St. Stephen's College, 8820-112 Street, Edmonton, Alberta T6G 2P8, Canada.

### Protection and Enforcement

#### New Incident Reporting System

The computerized case incident reporting system which Mid-Atlantic Region has been developing for the last several years is about to go on line.

A contract has been awarded for the development of the system's software, and it's anticipated that trial parks in Mid-Atlantic and Southeast (Independence, Shenandoah, Blue Ridge and Great Smokies) will be putting it to general use by March.

The system, which has been designed specifically to be used on microcomputers at the park level, employs the Knowledgebase Data Base Management System, and will be able to record information from courtesy tags, violation notices, all the various case and criminal incident reports, and traffic accident reports. It will be able to store, sort and search up to 35,000 forms per year, per park (there are separate maximums for each type).

Users will be able to quickly retrieve information on frequency and types of incidents, location and time distribution of events, costs, and so forth, thereby assisting in the preparation of, among other things, schedules, justifications, follow-ups on investigations and required reports.

Once the system has been tested at the aforementioned parks, it will be tried out at Chattahoochee and Colonial but without the benefit of formal training sessions to make for a potentially more realistic trial situation.

The task force which developed the system was comprised of Bob Byrne, Independence; Larry Hakel, Shenandoah; Al Haker, Assateague; and Bill Supernaugh from the Mid-Atlantic Regional Office. Contact Bill for further information.

#### Operation Trophy Kill

One of the most significant wildlife protection efforts conducted to date in the United States recently involved rangers from throughout the Rocky Mountain Region.

It began as "just another six day, over-the-weekend special events team training session," which was scheduled to meet on Friday, September 28th, at Mammoth in Yellowstone. Extensive training was to include arrest techniques, execution of warrants, raid planning and execution, explosives handling and several hours of night photography. While all the team members wondered about the content and timing of the course, the fiscal folks involved throughout the region were in a tither about training being scheduled so that it overlapped two fiscal years.

The team, along with numerous other rangers from Yellowstone and Grand Teton, dutifully assembled and spent the weekend on arrest and control techniques, firearms qualifications, and hands-on, live explosives handling. But on Monday, October first, it became apparent that "something" bigger than training was in the offing.

On that day, fifty rangers gathered at the Mammoth YACC dorm's cafeteria, along with 30 Fish and Wildlife Service agents, 25 Montana Game and Fish wardens, 18 U. S. Marshal's Service deputies and six Forest Service agents. The inclusion in the group of the Marshal Service's Special Operations Group, complete with helicopter from Ft. Beauregard in Louisiana, underscored the magnitude of whatever it was the group was getting into. Partway through the day's training, Fish and Wildlife Senior Resident Agent Joel Scrafford of Billings, Montana, announced the real purpose for the group's gathering — "Operation Trophy Kill."

Operation Trophy Kill, the code name for an extensive three-year covert investigation by Fish and Wildlife special agents, involved a large undercover sting operation set up in a tannery/taxidermy business in Ft. Collins, Colorado. This investigation had uncovered two major areas of illicit activities.

The first involved illegal national and international trafficking in protected and endangered wildlife, including international smuggling of bear parts and elk antlers destined for the oriental medicinal and aphrodisiac markets, and the shipment of crocodile, cheetah and jaguar skins into the United States.

The second investigative line developed around the killing and commercial sale of protected and endangered wildlife by a group of self-styled "mountain men" in and around Yellowstone. Illegal activities included out-of-season, unlicensed guide trips for big game and sale of illegally taken big game parts and eagle carcasses. Special involved were bighorn sheep, elk, mule deer, mountain lion, bobcat, lynx, antelope, bear and golden eagle. Throughout the three-year investigation, rangers at Yellowstone had worked closely with Fish and Wildlife, providing assistance on those cases occurring in and near the park. It was conservatively estimated that the annual loss from Yellowstone alone exceeded \$500,000. (Black market prices for bighorn sheep skulls reached \$5,000, bear gall bladders went for \$3,000 per pound, and elk antlers in velvet were sold for \$10-15 per pound).

In September 1984, the federal grand jury in Billings indicted 18 of these individuals on numerous wildlife felony

counts, almost all Lacey Act violations. Many of these people had prior felony charges and convictions ranging from arson, assault, and firearms violations to rape and homicide. Since several had made threats to kill any officer who attempted to arrest them, a real danger was perceived in carrying out the operation.

On Tuesday, October second, 18 arrest teams were designated, each a mix of members from each participating agency. While Fish and Wildlife was the lead agency, a total cooperative spirit enveloped everybody involved. Each team worked as an integral unit with no acceptance of potential agency jealousies. Each officer was deputized as a deputy Fish and Wildlife warden to cover jurisdictional concerns. The teams then assimilated the appropriate background information on their assigned subjects and planned all aspects of executing arrest and search warrants. While peaceable arrests were the obvious goal of the entire operation, worst-case contingencies were also planned for (hence the presence of the helicopterborne Marshal's SOG unit).

Wednesday, October third, was spent in travel to assigned areas throughout Montana, with some teams also headed into Utah and Nebraska. Undercover Fish and Wildlife agents made last-minute contacts with principal suspects and relayed pertinent information to the appropriate arrest teams.

The early morning hours of October fourth found each team in position, and at 7 a.m. 16 arrest and search warrants were successfully served by the Yellowstone teams with no injuries to suspects or officers. At the same time, Fish and Wildlife agents and local law enforcement people served another 16 warrants in Texas, New York, Florida, California, Colorado, Missouri, Oregon and Mexico. Altogether, more than 200 federal, state and local law enforcement officers were involved in arresting 34 suspects, the culmination of one of the largest federal wildlife sting operations to date.

An interesting and gratifying postscript developed upon arraignment of three of the principal subjects in Livingston, Montana. While the government had requested individual bonds as high as \$100,000, the U. S. magistrate, upon learning of their respective backgrounds, set a collective bond of \$500,000 — the largest bond ever set for wildlife violations in this country. These three and several other defendants stand a good change of being sentenced to ten years per felony count and fined up to \$20,000.

While this operation was exciting and had the potential for a high degree of danger, the primary feeling among these officers involved was one of cooperative, professional accomplishment, an achievement which truly benefited some of our nation's prime natural resources.

Paul Broyles  
Wind Cave

## Classifieds

For \$.40 per word, you can put items up for sale or swap, make announcements, offer services, or run personal messages. Checks should be made payable to the Association and must be submitted with the ad. Send both to Editor, *Ranger*, 41 North Great Road, Lincoln, MA 01773. Next issue deadline will be May 6.

Tired of your ranger hat looking warped? Have you tried to straighten your brim by placing books around it? The new Montana Peak Hat Press is an inexpensive but valuable device guaranteed to keep your hat brim straight and true, giving you the look of a professional. Natural wood finish, light brown felt lining, sturdy leather carry strap, and durable brass hinges and hooks make the Montana Peak Hat Press light, compact, and convenient for storage or travel.

16" by 14" Hat Press...only \$15.00. Add \$4.00 for shipping and handling.

To order or for more information, call (203) 464-7817 or write AB Rand Co., 677 Long Cove Road, Gales Ferry, CT 06335.

NPS approved Seasonal Law Enforcement Ranger Training Academy, 7 weeks, 280 hours, March 25, 1985 - May 10, 1985. Tuition \$400.00. Contact Stephen R. Dodd, Cuyahoga Community College, 11000 Pleasant Valley Road, Parma, OH 44130 or (216) 842-6565 for registration materials.

Mesa Verde seasonals from 1975 to 1980: A reunion's being planned in the park for July or August. For information, contact Jake Hoogland, 539 S. Xenon Court, Lakewood, CO 80228.



## Association Notes

### Election Results

The votes submitted in this year's election (a record number) were tabulated in early January, and the results are as follows:

Maureen Finnerty, Everglades, was elected president, and asked out-going secretary Laurie Coughlan, Gettysburg, to complete the remaining year of her term as eastern vice president; Fred Szarka, Minute Man, took Laurie's position on the board.

Tom Cherry, Cuyahoga, Rick Erisman, C & O Canal, Paul Broyles, Wind Cave, and Bryan Swift, Denali, were re-elected as regional representatives in Midwest, National Capital, Rocky Mountain and Alaska regions, respectively.

Bill Gibson, Saratoga, Steve Holder, Golden Gate, and Gerry Tays, became the new representatives in North Atlantic, Western and Pacific Northwest regions.

### Rendezvous IX

Rendezvous coordinator Kurt Topham completed negotiations with the Americana Resort in early February, and reports that the dates for this year's gathering will be Friday, November 1, through Tuesday, November 5. Room rates at the Lake Geneva, Wisconsin, resort will be \$35 per night, with a charge of \$10 for each additional adult. There will be no charge for anyone under 18.

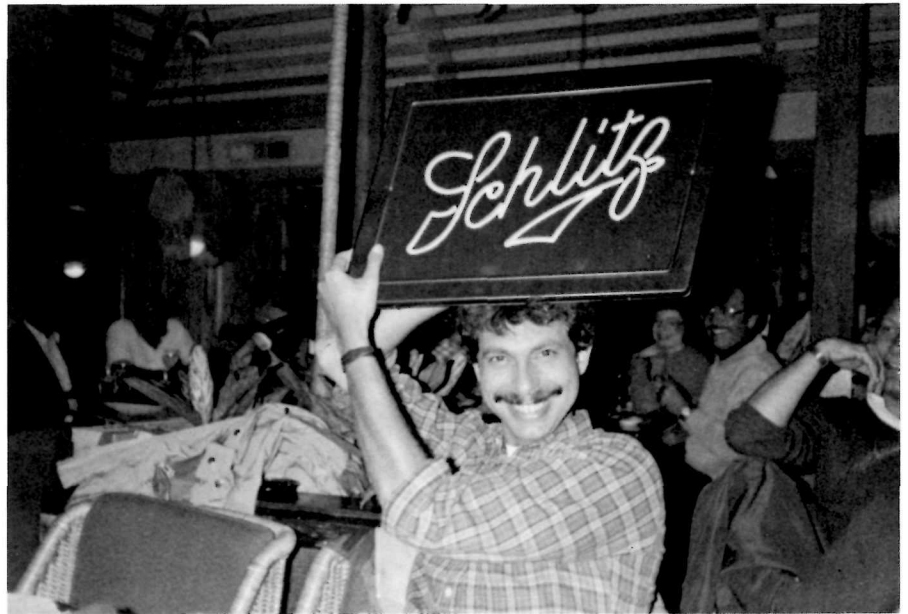
An extra day has been added to this year's Rendezvous so that members will have more social and recreational opportunities. The schedule of events will not appear until later, however; it will be printed along with registration and reservation information in the *Ranger* that will be out in June.

Kurt was also able to make firm arrangements for the tenth anniversary Rendezvous at Jackson Hole in 1986. The people who run the Americana Resort also run the 203-room Snow King Resort in Jackson Hole, and will be making it available for the same rate of \$35 per night. Dates will be determined this fall.

Walt Dabney, who has been asked to serve as program chairman, is soliciting members' ideas for speakers, topics and workshops. He asks that you get in touch with him as soon as possible. Write Walt Dabney, Everglades, Box 279, Homestead, FL 33030, or phone (305) 247-6211 (350-4653 FTS).

### Secretary/Treasurer's Report

Secretary/treasurer Fred Szarka reports that he is just getting started in the office, but that he and Laurie Coughlan will have completed the transfer of materials between them by the time you read this report.



Rolf Diamant holding up the raffle prize he won at Rendezvous VIII.I.

Dick Ring

He asks that you let him or your regional rep know if there is anything either of them can do to help sign up new members. His goal for the coming year is to encourage recruitment of new members from all phases of the profession.

Maureen has asked Fred to head up a work group to sort, evaluate and find a permanent home for the records and archives of the Association. He would appreciate any help or suggestions which you might have, and invites you to call him anytime.

Fred's home phone number is (617) 369-9670, and his work number is (617) 369-6944. Generally, it is best to call him in the afternoon at the office and early evening (before 9:30 Eastern) at home.

### Rendezvous VIII.I Contributors

A number of people involved in contributing to the "alternative" Rendezvous in Fort Collins last October (see fall *Ranger*) need to be recognized for their efforts on behalf of the Association.

The hosts of the cocktail hour were Ann Baugh (Albright Annie), Ann Belkov, Rob Arnberger, Dick Ring, Roger Siglin, John Reynolds and Mack Shaver.

Raffle contributors were:

- Frank Fiala - pile jacket;
- NPS Water Resources Division - Water Resources T-shirt;
- Wally Hibbard - pint of Jack Daniels and Ellis Western Wear hat;
- John Reynolds - Santa Monica Special Olympics T-shirt;
- Roberta Row - Colorado State T-shirt, three posters, "World's Greatest Lies" cup, copy of "Our National Parks," quart of Pinch,

quart of Absolute Vodka and Michelob six-pack;

- Monday Night Sundancers - lighted "Schlitz" sign;
- Dick Ring - quart of Yukon Jack;
- Sandy Rabinowitch - Alaska State Parks T-shirt;
- Frank Smith - "One Night With Frank Smith";
- Ann Belkov - copy of "Our National Parks in Pictures";
- Bananas Restaurant - two Bananas T-shirts.

### Raffle Contributors

The following donations were made by members of the Association for the raffle at the Rendezvous at Bar Harbor. They were not included in the last issue because of space limitations:

- Bob Cunningham - engraved knife and sheath;
- Jack O'Neale - two Denali T-shirts;
- Ken Morgan - custom knife;
- Betty Cunningham - handmade quilt;
- Sherrie Pasternak-Wade - jewelry;
- Kathy Clossin - honey;
- Tom Cherry - two T-shirts;
- John Chew - two smoked geese;
- Judy Chetwin - needle point and earrings;
- Rob Arnberger - wood carving;
- Joy and Greg Stiles - cranberry-apple sauce and apple butter;
- Patrick McCabe - three seats on an air tour of Acadia;
- Kurt Topham - Western shirt;
- Tom Ritter - wild rice;
- Ray and Susan Brende - unspecified gift;
- Mark Tanka-Sanders - Haleakala T-shirt and cookies;

- Debbie Bird and Paul Slinde - bottle of California wine;
- Don Steiner - three Indian necklaces;
- Dick Ryan - colonial pistol kit;
- Robert Kahn - copy of "American Photographers and the American West";
- Lee Boyle - hand-forged bootscraper, candle holders and herb hooks;
- Bill Gibson - home brewed beer;
- Chris White - copy of "The Ozark Rivers";
- Fred Szarka - home brewed beer.

### Annual Operating Statement

January 1, 1984 - December 31, 1984

#### Beginning Balance —

January 1, 1984.....\$19,216.49

#### Receipts.....\$19,483.53

Accrued interest \$ 807.39  
Newsletter 297.00  
Dues/Membership 15,255.75  
Rendezvous VII 3,123.39  
Rendezvous VIII —

#### Expenses.....\$24,865.49

Bank charges \$ —  
Newsletter 12,580.89  
Dues/Membership 1,580.89  
Sales 1,608.73  
Rendezvous VII 212.00  
Rendezvous VIII 1,474.89  
Legal Fees 341.11  
Travel 900.00  
Mini-conferences 575.35  
Postage 698.62  
Telephone 72.18  
Supplies 239.23  
Printing 408.03  
Mail Service 185.00  
Business Manager 4,000.00

#### \*Transfer from Checking

to Life Fund Account.....\$10,000.00

#### Ending Balance —

December 31, 1984.....\$ 3,834.53

#### \*Life Fund Account (12/31/84) \$10,545.60

Certificate of Deposit (10%) \$7,500.00  
(maturity date 3/25/85)  
Money Market (7.35%) 3,045.60

#### Donations Account.....\$3,341.00

Certificate of Deposit (8%) \$3,175.00  
(maturity date 1/29/85)  
NOW Account (5½%) 166.00

## All In The Family

*Ranger* will be reporting transfers, departures from the Service, retirements, births, deaths, and marriages in each issue. Entries should be submitted to the editor, and should contain all essential information (particularly correct name spellings). Send to Editor, *Ranger*, RFD 2, 41 N. Great Road, Lincoln, MA 01773. Next deadline is May 6.

### Transfers

Antonich, Dale - from field operations supervisor, Santa Monica, to law enforcement specialist, Grand Teton  
Armington, Peter - from park ranger, Yosemite, to same, Grand Teton  
Biller, Tom - from park ranger, Bryce Canyon, to park ranger, Lyndon B. Johnson  
Buehler, Douglas - from park tech, Carlsbad Cavern, to museum specialist, Mount Rainier  
Carson, Jim - from park ranger, Canyon de Chelly, to district ranger, Guadalupe Mountains  
Dillahunt, John - from park ranger, Fire Island, to Alcohol, Tobacco and Firearms  
Douhen, Carl - from chief ranger, Herbert Hoover, to assistant chief ranger, Indiana Dunes  
Edwards, Jan - from staff assistant, Santa Monica Mountains, to resource management specialist, Mount Rainier  
Grissom, Ginny - from park ranger, Mammoth Cave, to park tech, Carlsbad Cavern  
Johnson, Ken - from law enforcement specialist, Cuyahoga, to same, Colonial  
Johnson, Rob - from park tech, Cuyahoga, to U. S. Marshal's Service  
Klima, Richard - from park tech, Carlsbad Cavern, to park tech, Lyndon B. Johnson  
Lamb, Marvin - from contracting specialist, Carlsbad Cavern, to same, Canyonlands.  
Leicester, Marti - from chief of visitor services, Santa Monica Mountains, to interpretive specialist, Golden Gate  
Lujan, John - from park tech, Carlsbad, to park tech, Guadalupe Mountains  
Malanka, Chris - from park tech, Statue of Liberty, to same, Colonial  
Martin, Dick - from district ranger, Yosemite, to superintendent, Wrangell - St. Elias  
Merchant, Karl - from park ranger, Shenandoah, to same, Delaware Water Gap  
O'Brien, Jim - from park ranger, Fire Island, to same, Shenandoah  
Orlando, Bill - from supervisory park ranger, Minute Man, to same, Harpers Ferry

Panko, Bob - from park ranger, Shenandoah, to chief of protection, Statue of Liberty/Ellis Island  
Parrish, Julie - from park ranger, Chattahoochee, to same, Glen Canyon  
Parrish, Ron - from supervisory park ranger, Chattahoochee, to same, Lake Mead  
Raeburn, Doug - from supervisory park ranger, Guadalupe Mountains, to same, Great Smoky Mountains  
Reynolds, John - from assistant superintendent, Santa Monica Mountains, to superintendent, North Cascades  
Rice, Ross - from district ranger, Wrangell - St. Elias, to district ranger, Glen Canyon  
Rudy, Cathy - from park tech, Carlsbad Cavern, to park tech, Guadalupe Mountains  
Salenik, Eileen - from realty specialist, Western Regional Office, to community planner, Santa Monica Mountains  
Surdukowski, Jim - from park ranger, Shenandoah, to same C & O Canal  
Topham, Kurt - from assistant chief ranger, Indiana Dunes, to chief ranger, Herbert Hoover  
Wade, Bill - from assistant superintendent, Delaware Water Gap, to superintendent, Mather Training Center  
Walker, Franklin - from chief of interpretation and visitor services, Carlsbad Cavern, to superintendent, Ft. Clatsop  
Wilking, Dale - from facility manager, Carlsbad Cavern, to same, Colonial  
Young, Phil - from chief of interpretation, Ft. Laramie, to district park ranger, Santa Monica Mountains.

## Regional Reps Report

### North Atlantic

Representative Bill Gibson, Saratoga. Address: RD 2, Box 33, Stillwater, NY 12170. Phone: (518) 664-9821 (work), (518) 664-4881 (home).

Bill began his term as regional rep with a mailing to the 102 North Atlantic members which reemphasized that his goals "will be to strengthen communications, to raise awareness levels on common issues, goals and interests, and to reach out to (regional) folks, both members and non-members."

Bill has appointed Fred Harmon of Sandy Hook as associate regional rep, and Fred is now soliciting representatives from each park and member names and phone numbers for a regional call list. Fred can be reached at Box 1, Ft. Hancock, NJ 07732. Phone: (201) 872-0115 (work) and (201) 291-5992 (home).

Both Fred and Bill are working hard on the organization of the Tri-Regional Rendezvous, which was to be held in the Pocono Mountains of Pennsylvania from March 13th to the 15th. The agenda for the session included a supervisory training seminar; workshops on natural and cultural resource management, interpretation, protection and management; three regional caucuses with each region's members meeting with their respective regional directors; dinners and dances; "ANPR Games" (swimming relays, ski competition, a racquetball round-robin and other similar activities); an awards banquet; and social opportunities of all kinds. A complete report on the rendezvous will appear in the summer *Ranger*.

Bill is also working with Bill Halainen of Minute Man in organizing a regional hike to the Appalachian Mountain Club's Zealand cabin in the White Mountains in late spring or early summer. Tentative plans are for a three-day trip with two overnights, probably in mid-week to take advantage of the availability of reservations during those days. Anyone interested should call Bill Halainen at (617) 259-0397. Once a determination of degree of interest is made, plans will be made and announced regionally.

### Mid-Atlantic

Representative Mary Kimmitt, Independence. Address: 743 South Sheridan Street, Philadelphia, PA 19147. Phone (215) 238-1249 (home) and (215) 597-7121 (work).

### National Capital

Representative Rick Erisman, C & O Canal. Address: PO Box 19, Oldtown, MD 21555. Phone: (301) 395-5742 (home,

but may change) and (301) 777-8667 or (301) 722-8226 (work).

Rick has changed districts in his park and asks that members note his new address and phone numbers.

Rick visited Dave Nathanson at Harpers Ferry Center in October and donated one of each Association sales item to the Service's historical collection. Any other members interested in contributing historic items — either ANPR or Park Service — can get in touch with Dave by writing: Chief, Office of Library and Archival Services, Harpers Ferry Center, Harpers Ferry, WV 25425.

Rick also got together with Regional Director Jack Fish, Lowell Sturgill, Pat Georgi and J. C. Lindsey (who represented US Park Police Chief Lynn Herring) in December. He reviewed Association activities of the past year with them, and delineated planned activities for 1985 and 1986. The group discussed the GAO audit of Park Police operations, the results of which should be out soon. J. C. Lindsey suggested that the proposed ranger museum at Yellowstone should reflect all Service employees. Arrangements were also begun for a meeting of all the Association's regional park reps with the regional director for later in the winter.

### Southeast

Representative Ken Hulick, Chattahoochee. Address: 1700 Old Rex Morrow Road, Morrow, GA 30260. Phone: (404) 394-8324 (work) and (404) 961-5349 (home).

Ken says that the plans for the 1985 Southeast Region Mini-Rendezvous at Atlanta are moving along smoothly. The committee is putting the final touches on the agenda, and they are looking forward to a large gathering. Camping space will be available at Chattahoochee, with an agenda that includes outdoor meetings, good speakers, canoeing, the night-life of Atlanta and a pleasant time for all. Folks in regional parks who would like to act as purveyors of information about the mini-rendezvous to and from members in their parks should contact Ken.

### Midwest

Representative Tom Cherry, Cuyahoga. Address: 731 West Boston Mills Road, Peninsula, OH 44264. Phone: (216) 653-3116 (home) and (216) 650-4414 ext. 243 (work).

Tom extends his thanks to regional members for giving him the opportunity to serve them, and notes that, even though Midwest consists of numerous small parks spread out geographically, he nonetheless feels that regional members can contribute to and assist in meeting Association goals.

He'd like to have Association contacts in each park to ensure active participation in the organization and communication of concerns to him. Although he has a list of all regional members, Tom says he's less than inclined to sit down and write each person a note soliciting his or her ideas — "I write enough at work to last me a lifetime." But he's willing to call and says that if he doesn't get a volunteer from each park, he'll be happy to select volunteers himself. He feels that it's particularly important to have such reps in each area before spring in order to recruit new members from incoming seasonals. Since Midwest is hosting the next Rendezvous, he'd also like to see it become the best represented region at Lake Geneva.

In order to encourage recruitment, Tom points out that Cuyahoga now has the most members in the region ("Eat your hearts out Jefferson National Expansion and Indiana Dunes").

Tom also extends his thanks to Kurt Topham for all his work in finding the site for the Rendezvous, and to Kathy Clossin and Barb Stewart-Johnson of Cuyahoga for the time and effort they also put into site proposals. Chris White of Ozark Riverways will be helping Kurt, but, since it's a long drive for Chris to the site, Tom would appreciate any help that the folks at Indiana Dunes can offer Kurt.

Tom is trying to arrange a meeting with Regional Director Odegaard for mid-June in Omaha, but will cancel it if he hasn't heard from regional members by the first of May: "It will be my time and money, so I can find other things to do if I don't hear from you — the members I was elected to represent!"

### Rocky Mountain

Representative Paul Broyles, Wind Cave. Address: Wind Cave National Park, Hot Springs, SD 57747. Phone: (605) 745-6414 (home) and (605) 745-4600 (work).

Paul reports that he's spending the winter working with member lists, collecting their phone numbers and making contacts. He will be meeting with the regional director "fairly soon" to open communications between the Association and that office.

He asks that rangers in Rocky Mountain submit any comments they have on the proposed ranger museum in Yellowstone to Jim Tuck (see Work Group reports).

Paul is also assisting Flip Haygood, the head of the training office in Washington, on a compilation of both duty and off-duty training sources for seasonals for a compendium that will be made available to seasonals in the future.

He would like regional members to contact him on any issues or concerns they



have regarding the Association, and emphasizes that he will be "quite reachable" to all those interested in talking to him.

## Southwest

Representative Cliff Chetwin, Carlsbad. Address: Drawer T, Carlsbad, NM 88220. Phone: (505) 785-2243 (home) and (505) 785-2251 (work).

Cliff writes that the planned Association-sponsored resource management course for Southwest is on temporary hold due to travel restrictions, and that its planners are also waiting to "see how effective the beefed-up Servicewide resource management training program will be." He also notes that Dr. Milford Fletcher has developed a 40-hour "home study" course in resource management and should have it ready for field use in the near future.

Cliff made a regionwide mailing to members in November which highlighted the Rendezvous in Bar Harbor and summarized workshop presentations. He also sent a tape of the director's speech to several parks in the region.

He still hasn't given up on a mini-rendezvous, but is "having trouble drumming up support for it."

## West

Representative Steve Holder, Golden Gate. Address: Pt. Bonita Lighthouse, Sausalito, CA 94965. Phone: (415) 331-0216 (home) and (415) 331-1540 (work).

## Pacific Northwest

Representative Gerry Tays, North Cascades. Address: North Cascades National Park, Marblemount, WA 98267. Phone: (206) 873-4874 (home) and (206) 873-4590 (work).

Gerry met with Regional Director Jim Tobin early in February to get his "input and guidance" for the Association, and reports that the regional director "gave a strong push for membership communication with our members" at a recent regional superintendents conference.

Gerry will also be developing a network of park contacts for the Association, and will be getting in touch with people in those areas.

## Alaska

Representative Bryan Swift, Denali. Address: Box 9, Denali National Park, AK 99755. Phone: (907) 683-2610 (home) and (907) 683-2295 ext. 19 (work).

Bryan is presently planning the third annual regional mini-rendezvous, which will be held at the Gulkana Air Show in Glenallen in May.

# Work Groups

## Seasonal Interests

Co-leader Debbie Bird, Kings Canyon. Address: P. O. Box 787, Kings Canyon, CA 93633. Phone: (209) 565-3341 (work) and (209) 565-3478 (home).

Co-leader Jennifer Panko, Statue of Liberty. Address: Statue of Liberty National Monument, Liberty Island, NY 10004. Phone: (212) 732-1236 (home) and (212) 732-1383 (work).

The seasonal interests work group plans to concentrate on the issues and goals presented by former group leader Mike Sutton last summer. Although there are many issues and concerns that can be addressed by this group, we feel we can be most effective by concentrating on a few subjects at a time.

**Training:** The pilot program for self-instructional law enforcement refresher training engineered by Tom Smith and Steve Hickman in Yosemite has been temporarily deferred. This is still a viable project, however, and Steve hopes to report some progress by this spring. The list of training opportunities to be published through the Washington training office was not completed, due to a lack of interest and response. This list would be directed specifically at seasonals, and will only be as good as the input received by the Washington training office. In other words, this project won't work if we don't send in information on such opportunities. If you have attended, or have information about, good training courses outside the National Park Service, send a brief description to Debbie Bird or your ANPR vice-president. Other government courses would be appropriate, as well as training offered through colleges, universities, and private sources. The goal is to offer seasonal employees access to information about training outside their own parks.

**Health Insurance:** Laurie Coughlan, Jen Panko of Statue of Liberty, and Debbie Gorman of Morristown are continuing to work towards a group health insurance plan. Anyone interested in working with this group should contact one of them.

**Current Issues:** At the last Rendezvous, the membership enthusiastically endorsed a motion to send a letter to the director asking for Servicewide consistency in the use of the current rehire system. This was motivated in part by the recent attempt by Western region to use the threat of abolishing the ability to highly recommend for rehire as an affirmative action tool. The letter will point out the morale problem caused by potential elimination of the only vestige of job security

seasonals have, and that the abolishment of the current rehire system would probably make competition by female and minority applicants more difficult. In fact, Western region did not change the current rehire system because a regionwide semblance of parity was achieved this year in seasonal hiring.

Also endorsed was a proposal to ask the director to raise the number of parks a seasonal can apply to on the summer register from two to six. Both letters, composed by the board, will be sent from the president.

The work group is putting together a comprehensive list of winter seasonal application procedures. It will be published through the journal or will be available through the work group leaders.

## Position Trades

Leader Andy Ferguson, Capitol Reef. Address: Capital Reef National Park, Torrey, UT 84776. Phone: (801) 425-3534 (home).

Andy reports that the position trade/transfer work group is going out of business, and that "you will no longer be invited, encouraged or even allowed" to send your thoughts and suggestions to this committee.

Although they received some very good and thought-provoking comments, Andy says that the movement lacked verve and higher support. Consequently, the work group cannot recommend that the Association act as a clearinghouse or volunteer the membership to further promote job trades for experience's sake; instead, they hope that something will develop in the future with the advent of the Service's proposed automated placement system (see Washington), which rangers will be getting first crack at.

To those folks who poured out their creative thinking to the committee, Andy advises that "your words will live on, well outside the National Archives and somewhere in Utah." He thanks you for the help.

He adds that the group has a winner of its beautiful, handcut and handrubbed California walnut trophy bearing the title "The Most Rejected Person in The Service."

For all those "strikes and gutterballs," dubious congratulations go out to Neal Bullington of Fire Island.

## Management Identification and Development

Leader Maureen Finnerty, Everglades. Address: 465 NW 17 Court, Homestead, FL 33030. Phone: (303) 247-6211 (work) and (305) 246-4474 (home).

The Management Identification and Development Task Force met in Philadel-

phia on December 6th and 7th. They agreed not to design and implement a new program, but rather to make use of existing tools and procedures with some modification and strengthening. The task force is proposing the following Management Improvement Program, subject to the review and approval of the director and regional directors.

**Annual Appraisal of Management/Leadership Qualities:** The management/leadership qualities of all employees in GS-9 and equivalent grades and above will be appraised at the same time, but separate from, the annual appraisal of each such employee's performance. Employees would be rated on a 1-3 or 1-4 scale. Examples of specific instances in which each quality (or its absence) was evident in the employee's performance will be cited where possible. The list of qualities to be assessed will be developed by the regional directors. The list, with concise definitions, will be made available to *all* employees, so that there will be general understanding of what the Service is looking for in its managers.

**IDP's as Key to Screening:** The IDP will become the key document in identifying the training/experience needs of the Service, and in selecting participants in the training or experiences offered. It would also identify employees in need of remedial work, and those with high potential for advancement.

The IDP form will be changed, under training office guidance to: a) reduce the tendency to take the "shopping list" approach to determining what training or experience is desirable; b) show that the training/experiences called for are explicitly related to objectives, in terms of changes in the person's knowledge, skills, abilities, or management/leadership qualities; and c) where no changes are called for, indicate whether their absence means the individual is fully competent at the present level, but not singled out as having high potential for rapid advancement, or the individual is not only fully competent at the current level, but is fully capable of assuming a higher level position without special preparation.

Being identified as "owners" in this manner will not *assure* anyone that he or she will be given special opportunities for further development and/or evaluation. It will give people up the supervisory line a ready means of recognizing people who have high potential, from among whom some may be selected for such opportunities when and if they can be provided. Each regional director, for instance, would have access to a ready list of high-potential people to tap for task force work or other activities that would provide him

or her with a chance to observe the employee in action.

By forcing attention through the IDP on the individual's shortcomings, and on conscious, up-front identification of who is high-potential and who is not, this system should: a) accurately assess our genuine training needs; b) develop the courses or activities that best respond to those needs; and c) select participants on the basis of real needs.

**Review and Revision:** The first year or so of this program probably should be clearly represented as a trial period. The program should be reviewed by the training office, and comments widely sought. It may be appropriate to plan on reconvening the task force after the training office has gathered and analyzed those comments to hear their judgments and recommendations and to recommend any modifications to the program that are needed.

Please provide Maureen with your reactions or comments on this proposed program.

## National Park Ranger Museum

Leader Jim Tuck, Rocky Mountain Regional Office. Address: 7030 West Colorado Drive, Lakewood, CO 80226. Phone: (303) 236-8650 (work) and (303) 989-3008 (home).

Objectives as printed in the last *Ranger* are being used in the draft Interpretive Prospectus (IP) for Yellowstone. The museum will fit into the normal Park Service planning process in order to assure review within the Service at all appropriate levels. A memorandum of agreement is in draft form; upon approval by ANPR and the National Park Service fundraising efforts will begin.

One key ingredient to the fundraising effort will be a cost estimate. It appears that ANPR will fund contracts for exhibit planning and construction and the Service will fund building preparation/restoration and assume responsibility for maintenance and operation after completion.

An area of some controversy is that of the title and scope of the museum. It is our feeling that the museum should present that aspect of the service that is considered unique — the national park ranger. A "National Park Service" museum might well appear self-serving for the agency. Visitors view any of us in uniform as rangers, so the scope will include at least aspects of interpretation, maintenance, visitor protection and resource management. Comments are still welcome on the objectives.

An area that needs member input is that of ideas for fundraising. We will need to raise a rather large amount of cash, probably in the \$50,000 range. Please send any

suggestions as soon as possible; we hope to get going this spring.

## Housing

Leader Rick Smith, Mid-Atlantic Regional Office. Address: 5 Chandler Lane, Voorhees, NJ 08043. Phone: (215) 597-7057 (work) and (609) 772-5654 (home).

A committee has been established to examine housing concerns in the Service. Members, along with Rick, are Don Weir of Fire Island, John Cook from Great Smokies, and Gerry Tays of North Cascades. Rick invites members of the Association to contact any of them with suggestions concerning the Association's position on housing issues.

Rick has also discussed housing with the director, with particular focus on the plans to develop a pilot program for development of quarters management plans at Rocky Mountain, Valley Forge, Gateway and the Statue of Liberty.

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"If we are going to succeed in preserving the greatness of the national parks, they must be held inviolate. They represent the last stand of primitive America. If we are going to whittle at them, we should recognize, at the very beginning, that all such whittlings are cumulative and that the end result will be mediocrity."

Former Director Newton Drury  
speaking in 1940

### Letters continued

Why do we have such a glut of low-graded employees in the NPS? Because they are generalists; because OPM tells us park rangers are *not* professionals. To OPM, professionals can only be specialists!

We seem to want to hang on to the myth of the ranger-who-does-everything, and at the same time get the pay and advancement available in other agencies. That's like having your cake and eating it. It can't happen, folks. When Horace Albright hired rangers in Yellowstone the primary thing he looked for in new recruits was the ability to ride a horse (a specialized skill). Do you think the early-day rangers rode the backcountry all day and then delivered a campfire lecture that night? No, the Park Service very soon hired naturalists to deliver the lectures. The horse-riding rangers were too busy doing other things. When the pipes leaked in the bathroom, who fixed them? a maintenance specialist. There were and are too many jobs to do. Specialization was and is more than ever, a necessity.

Besides, the strength of any organization lies in the diversity of its employees who are in turn attracted by the diversity of the organization's jobs. Why call all these diverse jobs by the same title just to hang onto a myth? The public will always call a stetson-wearing NPS employee a ranger. Even now the public makes no distinction between Park Technicians and Park Rangers. Why? They look the same!

I say ANPR should recognize the reality of today's world, and play OPM's game. Specialists get paid more and they advance. Rather than fight for a title for all seasons, why not fight to change all titles to reflect the special work each of us does? Perhaps the logjam of GS-5's and GS-7's would then break up. We would still be "park rangers" because we would still wear the uniform. We would still have the same desire to protect and explain the parks. But, we might also be paid for our talents because these would be recognized by our specialized titles.

Before you boo down this idea, please think about it. Compare your NPS career to those of people you know in other agencies. I, for one, having worked in other agencies, having been paid more as a specialist than a generalist, say a "corps of specialists" might be a happier lot.

Jack de Golia  
Yellowstone

### Evolution of Enforcement continued

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11. House Report 11887 to accompany Public law 94-458, September 16, 1976.
12. Everhardt, Gary (1976) Memorandum to all employees, "Law Enforcement in the National Park Service," August 13.
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17. Brooks, Chester (1975) Memorandum to Mid-Atlantic Region Superintendents, "Use of Sidearms in Law Enforcement," August 5.
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27. National Park Service Law Enforcement Guideline, NPS-9, 1975.
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30. Dwyer, W. O. & Murrell, D. S. (1985) "Security Negligence In Recreation Areas," *Parks & Recreation*, 20, No. 1., 68-72.

### Rangers Through History continued

Assistant Rangers Duane Jacobs and Homer Robinson set out along a seldom used path. To their amazement, they found Bill there in a remarkably good condition.

To the rangers this was little short of a miracle, for Bill had done everything he shouldn't have done.

First of all, he had left his party without telling where he was going. Then he went off the well-marked ski run. He never kept his bearings so he could retrace his steps. He ignored the markers along the trail and went against them. Instead of going downhill, after discovering that he was lost, he continued uphill, away from his starting point.

How he could survive the ordeal remains a mystery to the rangers, but his survival is a tribute to their skill and courage.

Whether they work on mountain peaks in the Grand Teton or in the subterranean depths of the Carlsbad Caverns in New Mexico or the Wind Cave in South Dakota, the park rangers are on the job 24 hours a day. They come from all walks of life and most of them today are college men who know and love nature in the raw.

Not long ago, a prominent man came to Yellowstone and carved his name on Old Faithful's cone. A ranger caught him doing it and made him efface it. Indignant, the man complained to the superintendent and abused the ranger, calling him a bum who got into the service because he couldn't get ahead anywhere else.

"That boy," the superintendent said dryly, "is the grandson and the great-grandson of two presidents."

The ranger was William Henry Harrison the Third.





The Association has rolled back prices on all the commemorative items which are currently in stock. The following are available: EMS patches (\$2.00), ANPR patches (\$2.00), coffee mug (\$5.00), beer stein (\$6.50), shirts in small, medium, large and extra large (\$12.00), stadium cups (\$.50 each in minimum orders of 10 cups), and a limited number of EMS hats (\$7.00). A lapel pin is in the works but not yet available.

All items are post paid. Checks should be made out to ANPR and sent to John Chew, Route 1, Box 365, Luray, VA 22835.

### In Print continued

The December 1984 *Popular Computing* has an article on the use of computers in search and rescue. It describes the efforts of University of Arizona mathematicians John Bownds and David Lovelock to improve the speed and accuracy of the calculations used for finding lost persons which were originally developed by Bill Syrotuck.

Their program, which was worked out in conjunction with the Service at search and rescue training courses, has been successfully employed in the field. A Tuscon area search coordinator says that it "has dramatically increased our effectiveness in large-scale search and rescue missions," and adds that it has worked in eight of ten life-or-death missions.

This past January marked the tenth anniversary of a memorable event in ranger history. Those of you who were in the Service then will remember the famous incident wherein Glacier ranger Art Sedlack dispatched an offending snowmobile with a clean shot through its block; for those of you who never heard the story, here in a version which appears in the *Hungry Horse News* in January of this year:

"Sedlack was at Walton as acting ranger when the infamous snowmobile incident occurred. Two Great Falls people had illegally taken their snowmobiles into the Park. Sedlack gave chase and found them near the Java underpass just inside the Park boundary.

"Sedlack said later he tried to turn the machines off, but was unable to. And he couldn't disconnect the engines either. He said he didn't want the men to escape on their machines, so he pulled out his .38 caliber pistol and fired a shot into one of the engines.

"News of the shooting rallied environmentalists on Sedlack's behalf, while snowmobile enthusiasts called for his job.

"Sedlack was suspended briefly for the incident, but later returned to work for the Park....

"Although the incident isn't something Glacier Park officials enjoy discussing, its retelling still brings chuckles in some circles and a shake of the head in others. Sedlack's shot was, indeed, heard a long, long ways."

### Maps

The Geological Survey has a new index to the Survey's topographic maps of the national parks.

One side of the foldout publication is a map of the United States with most of the units in the system depicted along with topographic features and principal highways. Park areas not currently delineated on USGS maps, however, are not indicated. A listing on the back describes the color coding of the shown units, the type of maps available, their cost and where they may be obtained.

The official name of the publication is *Index to USGS Topographic Map Coverage of the National Park System: February 1, 1984*, and can be obtained by writing to: National Cartographic Information Center, U. S. Geological Survey, 507 National Center, Reston, VA 22092.

## Association of National Park Rangers

**Important:** Please specify

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Division: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

NPS employees: Park four-letter code (i.e., YELL) \_\_\_\_\_

Region (i.e., RMR; WASO use NCR) \_\_\_\_\_

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- Life—open to all individuals\* ☐ \$200.00
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\*Life membership may be paid in four installments of \$50.00 each within 12 months.

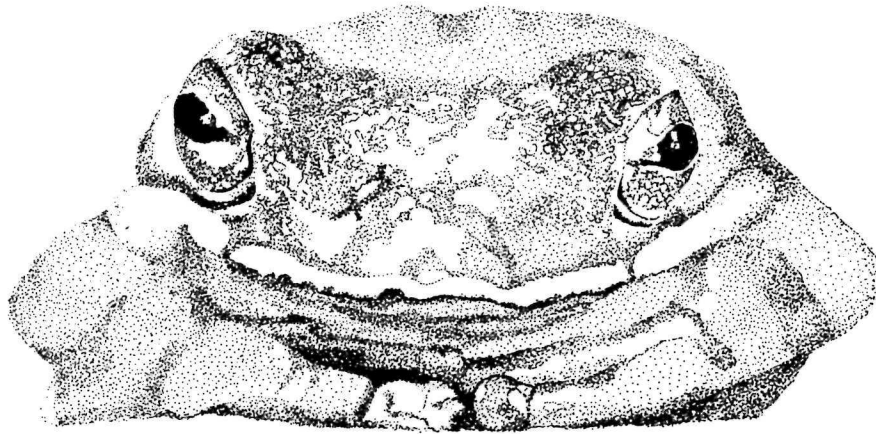
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