

# RANGER

The Journal of the Association of National Park Rangers

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Vol. II, No. 4

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The Paper Ranger

## Letters

I have noted with growing concern the long list of task forces, committees, teams, questionnaires, position papers, guidelines, and other "studies" which have been made of the National Park Ranger occupation. These efforts go back at least to 1978 when ANPR wrote a position paper making the case for a ranger series which would be comparable in salary to other similar federal occupations. It is now eight years later, and it appears that we are no closer to comparability than when we started. In fact, the Service seems to have gotten side tracked in the process.

The new GS-025 standards go in the opposite direction from comparability. The new standards indicate that generalist ranger jobs at the full performance and non-supervisory level will be GS-5. Under the old GS-025 standards, the GS-5 and GS-7 levels were "developmental", with the full performance level at GS-9.

While the National Park Service (where "rangers" originated) was going from GS-9's down to GS-5's, another Department of Interior agency was instituting a new ranger force. The Bureau of Land Management began hiring rangers on the California desert in the mid-1970's. These BLM rangers are not in the GS-025 series. They are in the GS-1801, General Inspection, Investigation, and Compliance series. Their non-supervisory grade levels are GS-9 and GS-11.

Field staffs with other agencies, as well as non-rangers within the National Park Service such as foresters, historians, teachers, DEA and FBI agents, customs officers, criminal investigators, and the new NPS resource management specialists, all make substantially higher salaries than do National Park Rangers. The greatest number of NPS rangers are at the GS-5 level. The above mentioned occupations have non-supervisory levels at GS-11, GS-12 and GS-13.

The lack of comparability could be partially justified if the demands upon to-

day's National Park Rangers were diminishing. However, such is not the case. The vast majority of non-supervisory rangers (the GS-5's and GS-7's of the Service) have three or four and sometimes more specialties in which they are expected to achieve and maintain a high level of proficiency. The 1984 field study by the WASO personnel office found that approximately 66% of field rangers were responsible for two, three or more specialties. Unfortunately this study was never distributed.

I am not aware of any occupation group in the entire Federal system which must maintain competence in such broad fields of expertise as National Park Rangers. In fact, many federal and state occupations require only skills, knowledge and abilities in but one of the numerous performance areas that rangers are expected to be competent in.

We have been advised for years by the WASO personnel office that grade credit could not be given for a "variety" of functions unless the different specialties required widely divergent fields of study and training. We must note with interest that in all other jurisdictions but the National Park Service, fire and law enforcement, for example, are looked upon as two separate and very distinct specialties.

ANPR first asked the Service to write the GS-025 standards so that rangers with broad responsibilities would be GS-9's or GS-11's back in 1978. There is no evidence that the WASO personnel office ever tried to convince OPM that ranger work was a unique occupation where the demands justified those grade levels. In fact, the issue of variety and work demands has been viewed by WASO personnel office as the difference between GS-5 and a GS-6, and then only when one was both a protection ranger and an interpreter.

We have consistently maintained (since 1978) that the Service needed to have a ranger series that was of equal grade to other resource oriented and management occupations. The BLM example proves it

can be done. The WASO personnel office has felt that National Park Rangers were comparable to the FAA airport traffic police officers, GSA guards or to bus tour guides.

Where does this bring us to today? The WASO personnel office has assumed the leadership of a group doing a comparability survey. They have sent around another questionnaire, this one on criminal investigation. (Below is a list of the known studies, task forces, questionnaires, etc. since 1978). There are indications that the WASO personnel office may undertake a study of the grade value of fire management, emergency medical services, search and rescue and some other responsibilities of park rangers. It is interesting to note that the BLM did not need all of these studies.

There is also some indication from the WASO personnel office that they think a divergence of career ladders will help with comparability. They envision career ladders in specialties such as history, resource management and criminal investigation. This is a side track of the problem. The park rangers will still be GS-5. If a person goes into a resource management career ladder, for example, and gets promoted from GS-7 to GS-11, that still won't provide comparable salaries for generalist rangers. We must remember that generalist ranger work is where 80% of field NPS needs are.

What is the solution? We can say at the outset that one thing that is not needed are more studies, committees, teams and questionnaires. The solution is really rather simple — the Service must do what BLM has done: get the generalist ranger grade levels, as rangers, up to the GS-9 and GS-11 levels. If a different DOI agency can do it, so can NPS. If the GS-025 standards have to be rewritten to accomplish this objective, fine.

ANPR has been encouraging the WASO personnel office to solve this problem for eight years. That seems like a rea-

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Vol. II, No. 4

Fall, 1986

*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*, Apt. D-422, 3004 Lee Highway, Arlington, VA 22201, (703) 522-4756. 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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Cover photo: *Another day, another stack of reports, evaluations, special directives, memoranda, guidelines, Congressionals, statistical summaries, and so on...* Photo by Jim Tuck.

## President's Message

Progress continues to be made on a number of issues of concern to the Association.

The reassignment mobility policy has been developed and is scheduled for implementation in October. Employees in grades five through fifteen, who have served at least five years in the same position, grade and location, are eligible to participate. Relocation expenses of employees selected for a position through the program will be paid from a central fund.

The Department has approved the National Park Service request to provide contract relocation services for NPS employees who move from one permanent duty station to another. There are five relocation services available:

- home marketing assistance - the contractor will provide assistance to sell the employee's home;
- guaranteed home sale - the contractor will purchase the employee's home at the appraised value, or at an amended value;
- home finding assistance - the contractor will assist the employee in buying or renting a home;
- mortgage consulting - the contractor will advise and provide assistance on home mortgages;
- optional services - the contractor may offer the employee optional services not covered by the government contract, and the contractor may charge the employee for such services.

The program was implemented in July. Contact your regional office for further details.

The task force conducting the grade comparability review has met and initiated several projects. A survey of criminal investigative duties being performed by 025 rangers has been completed and is being analyzed. A draft guide to assist managers in properly classifying positions was sent to the field for review. Comments on it are also being compiled and analyzed. Meetings are scheduled with OPM to discuss the National Park Service's use of the Service's OPM-approved interpretive guide, rather than the new standards. The guide is more detailed and allows for more liberal assignment of grades in the interpretive field. The task force is also discussing the possibility of asking OPM to revise the 025 standards because of organizational changes and internal inconsistencies in its application. This is a position which the Association heartily endorses.

The Service recently canvassed regions and parks on the question of whether seasonals should be allowed to apply to more than two parks each season. The Association has asked the Director to reevaluate his negative response to this request last year. The survey indicated that only two

regions — Alaska and Southeast — favored a more liberal application policy, but nearly all the regions reported problems in filling seasonal law enforcement positions. An option paper is being prepared by WASO personnel for the Director. *Ranger* will advise you of the outcome.

The seasonal health insurance program is getting good response. Please be sure that all potential participants in your area are aware of its availability.

A letter signed by all living ex-directors and myself soliciting donations for the ranger museum has gone out to all parks and numerous National Park Service friends. Hopefully, this will result in increased revenues for the project. We still have not received contributions from all ANPR members, who were asked to donate one dollar for each year of NPS employment.

Exterior rehabilitation was completed on the museum this summer by Yellowstone National Park. Interior renovations will begin next summer after the approval of the interpretive prospectus, which is expected late this year.

Late in June, the Association commented on the Director's position paper concerning the future direction of the Service's natural resource management program, which called, in part, for a separate career ladder for resource managers in the 401 series and for a clear division of duties among scientists, resource management specialists and rangers. The Association expressed its concern over the "establishment of resource management specialists as an elitist series" since "we don't currently have career ladders for any other 025 functions, i.e. search and rescue, law enforcement, (and) EMT."

"If career ladders are established for resource management specialists", the letter asks, "should they not also be set up for the 025 series?"

"As a general comment," the letter concludes, "the Association is concerned about the increasing trend toward specialization and the erosion of the 025 series. If this trend continues, it will be unlikely that there will be anyone in the 025 series above the GS-7 level."

## Washington Report

### Employee Benefits

The *Washington Post's* "Federal Diary", written by staff writer Mike Causey, has had several interesting pieces of information in it lately.

Late in July, the Senate Governmental Affairs Committee voted on a proposal which would have been "the biggest early retirement offer ever dangled before American workers." Although it failed by a single vote, word is that it will come up for consideration again, possibly this year.

The plan would establish a 90-day period in which as many as 700,000 of the government's 2.8 million civilians could leave early and start getting immediate pensions. During that period, normal civil service age and service requirements would be waived for anyone who is within five years of being eligible to retire under regular rules, and benefits would be reduced by two percent for each year they were under age 55.

The plan would also create four new categories of eligibility for early retirement:

- anyone with 25 years of service;
- anyone age 50 with 20 years of service;
- anyone age 55 with 15 years of service;
- anyone age 57 with 5 years of service.

As Causey noted, "the early-out plan is a long way from becoming reality", but adds that the new strategy of making it part of the budget process as a money-saving feature "has pumped new life into a scheme that seemed dead as recently as two weeks ago." We will keep you apprised of any new developments in this area in the future.

Causey also reported that the Senate voted to exempt cost-of-living adjustments (COLA's) for retirees from automatic budget cuts triggered by Gramm-Rudman, thereby giving federal retiree raises the same protection as future increases for persons under Social Security.

Congress could still vote to freeze, reduce or delay COLA's for retirees, but, notes Causey, "it would have to do so directly — rather than by hiding behind automatic budget cutting machinery — and it would have to do the same thing to Social Security benefits."

The Senate action came in the form of an amendment to a bill raising the debt ceiling limit, and would exempt federal pension increases from automatic budget cuts through 1991.

And, finally, Causey wrote that the life insurance premiums for federal workers and retirees dropped an average of 7.5 percent in August (September for retirees) as a result of a GAO recommendation. The full scale of rates is too long to reprint here. See your personnel office for further information.

There's also news of a less encouraging (but not too surprising) nature to report. A recent issue of *Police Association News* reports that a study commissioned by the House Subcommittee on Compensation and Benefits has found that the combined value of salary and benefits for federal workers has dropped to almost 16 percent less than the average for employees in private industry.

The Hay Huggins Company, the consulting firm that conducted the study, reported that fringe benefits for federal workers still lead those offered by private industry by 3.2 percent, the same as in an earlier study the company did two years ago, but that the pay gap dropped to 18.9 percent during the same period because of the current federal pay freeze and last year's four percent raise.

As before, Hay Huggins reported that the federal advantage in fringe benefits is due almost entirely to the pension system, which led the private sector average by 6.4 percent.

### Legislative Actions

The Senate is currently considering two bills dealing with fees in Park Service areas. The Administration's proposal would raise \$74 million in fees, most of which would be used to offset approximately \$39 million in proposed reductions in base funding. Senator Durenberger's legislation would dedicate the revenues from increased fees to resources management. The Senate is likely to take action on the legislation in September, and the House may consider it if it passes the Senate.

The House has passed the fiscal 1987 Interim Appropriations Bill, and the Senate has reported it out of committee and was expected to pass it shortly after the Labor Day recess. Both the House and Senate versions have significant increases above the Administration's recommendations. Both bills restore the base funding that the Administration's fee proposal would have offset by increased fees. The House did not include fee income in its version, but the Senate's includes an increase of \$39 million. The largest additions were in the construction and land acquisition accounts — the House added, respectively, \$47 million and \$38 million, and the Senate added \$47 million and \$18 million to these accounts.

Overflight legislation has been reported out by the House Interior and Insular Affairs Committee and has been introduced in the Senate. The bill would require the study of overflights at ten Park Service units, and would place specific restrictions on flights at Yosemite and Haleakala while the studies were being conducted. The legislation also directs the Park Service to implement regulations

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## In Print

### Books

*Alaska's Parklands: The Complete Guide*, by Nancy Lange Simmerman. 1983. \$14.95 336 pages. The Mountaineers Books, 306 2nd Ave. West, Seattle, WA 98119; (206) 285-2665.

Cleanly-written, information-rich descriptions of Alaska's 111 parklands form the heart of Nancy Simmerman's guide. It's a dangerous book. Even a few minutes spent reading of walrus sanctuaries, sun-scorched arctic dunes, miles-long caribou herds, glittering fjords and glaciers larger than Delaware will stir the wanderlust in anyone.

All of Alaska's parklands are covered by one to five page descriptions, including national parks, monuments, preserves, wildlife refuges, forests, wild and scenic rivers and state parks recreation areas, historic sites, refuges and game sanctuaries. Some special touches in this section are access possibilities, recommendations on best times of year to visit, extensive suggested reading lists, annual high water periods, even "river meander factors."

The book's 40-page appendix is a wonderful tool for both Alaskans and visitors. Included are parkland addresses, public campgrounds along the state highways and ferry routes, tables on hours of daylight, weather across Alaska and services available at bush villages. *Alaska's Parklands* also includes plenty of general information on camping, travel, wildlife, insects, safety and recreation.

The hundreds of photographs in the book are printed in black and white and are sometimes only fair reproductions. Because the administrative aspects of parks are always changing, some of Simmerman's information is no longer current. For the most part, however, her information is solid and impressive. A special bonus is the state of the art three-foot by four-foot map of Alaska and its parklands.

Simmerman, a long-time Alaskan teacher, photographer and writer, breaks new ground describing the parklands since the 1980 Alaska National Interest Lands Conservation Act (ANILCA). Hopefully her book will serve as a model for all travel guides.

Steve Kemp  
Denali

*EMT-A Continuing Education Program Recertification Teaching Manual*, David J. Lacey, EMT-P, and Francia M. Raley, M.D. 1986. \$450. The Burnell Company/Publishers, Inc., P.O. Box 304, Mankato, MN 56001.

This manual is contained in a three-ring binder and consists of a lecture outline with objectives, suggested protocols, defi-

nitions, pre- and post-exams (with answer keys), 487 exceptional slides enclosed in plastic covers so they can sustain lots of use, an audio cassette tape of physiological and pathological sounds, and a 20-minute VCR format tape of a motor vehicle accident showing its medical management (the video has not yet been reviewed).

The slides are used for overheads and are excellent photographs of typical injuries. Although you can never replace seeing the real thing, these slides come about as close as you can get. The medical charts depicted on the slides are also excellent; if you have ever tried to purchase a set to hang on the wall, you'll appreciate the value of these slides in your training program. The audio tape is excellent for those who have never heard "rubs and rales" before (you can only crinkle cellophane so much!). It contains normal and abnormal breath sounds, normal heart sounds, normal bowel sounds, and blood pressure sounds.

The content is consistent with the objectives of the Department of Transportation program, and is approved for all NPS refresher training and NREMT recertification. The course uses the modular approach, which makes it easy to design a three-day course or monthly training session. It's also great for basic continuing education.

If you're interested in obtaining more information about the program and talking to instructors who have used the package, please call me (703) 999-2243 ext. 201.

John Chew  
Shenandoah

*Law Of The Countryside*, Charles Parkes. About \$10.00. The Association of Countryside Rangers, 2 Causeway Cottages, Middleton, Saxmundham, Suffolk, IP17 3NH, United Kingdom.

Although this book was not available for review, we pass on the information sent along on it because it may be of interest to members who'd like to see how laws are enforced in parks in other lands.

*Law Of The Countryside*, a publication of the English Association of Countryside Rangers (an organization similar to our own), is a handbook which provides an interpretation of English park law which is "free of legal jargon and complexities" and employs "practical examples" to illustrate field implementation of laws.

"Although written with countryside rangers and wardens in mind," the flyer on the book says, "the handbook provides a wealth of information for anyone whose occupation or interest involves the 'Law of the Countryside.'" Included in the handbook are sections on Theft, Criminal Damage, Game, Firearms, Litter, and the recent Wildlife and Countryside Act." Sounds pretty familiar.

The author is an experienced member of the Derbyshire Constabulary Training School and frequently lectures to rangers on countryside law.

You'll note that the price listed above is general. That's because the actual postpaid cost is 3.50 pounds English, and it'll be up to you to figure out how much that is in dollars.

### Periodicals

As the above review implies, the Association has lately been making contacts with rangers and park systems in other parts of the world — principally English-speaking nations of the old British Empire: New Zealand, Australia, Scotland, England and Canada. We've also had the opportunity to look at a few of their publications, and find that the problems that rangers have in the National Park Service are strikingly common to rangers and wardens everywhere.

The Association of Countryside Rangers, noted above, puts out a familiar sounding magazine entitled *The Ranger*. This 12-16 page quarterly publication is in its first year, and, despite some apparent funding problems, appears to have a good future as the voice of this growing organization (presently numbering about 800 members). The first three issues covered some topics that might have appeared in this publication — threats to parks ("the countryside of Britain is probably under more threat today than at any other time in our history"), the need for increased enforcement, development of professional standards, the problems women have had in being recognized as wardens, and stress management. There are also regional representative notes and other reports on association business.

The pamphlet on the organization which was enclosed says that *The Ranger* can be received by paying a 4 pound subscription cost, and it appears that your request and payment (once you figure out how much that is in America dollars) should be sent to the organization's treasurer, Colin Dilcock, at 86 Littledale, Pickering, North Yorkshire, Y018 8PS, United Kingdom.

New Zealand doesn't have a ranger organization that we've heard of, but it does have a publication, *Parkscape*, which reports on ranger activities. *Parkscape* is published bi-monthly by the Department of Lands and Survey, which is located in the wonderfully named town of Private Bag in Wellington. The three 1984 issues that were sent to the Association tended to focus primarily on park news and cultural and natural resource management, but one had a feature on volunteer SAR teams at Mount Cook National park and several shorter articles on mountaineering in New Zealand. In any case, the magazine pro-

vides an interesting look at another nation's park system. There's a form on the back of each issue which says that it can be obtained by making a request and enclosing \$1 for handling, but that's clearly for New Zealanders. If you'd like to see *Parkscape*, it's probably best to send a fair contribution along as well. Write to Information Services Division, Head Office, Department of Lands and Survey, Private Bag, Wellington, New Zealand.

The third and final publication looked at has been noted in these pages before — the *Australian Ranger Bulletin*. It is a quality, professionally-produced magazine that usually runs to 40 pages or so. Each issue is built around a theme, such as fire management or communications with the public, but also includes news and notes from nine state park systems (patch swappers should take note of the exquisite state patches illustrating the bottom of page two of each issue). Here, too, the articles are uncannily similar to those you might find in *Ranger*, *Courier* or *Park Science* — the commentary on "A Ranger's Role" in the most recent issue (Volume 3, Number 4) sounds like it was written for National Park Service rangers.

*Australian Ranger Bulletin*, or ARB as it likes to call itself, is available to overseas readers "if you register with the Australian National Parks and Wildlife Service." No charge is stipulated. Back copies of most issues are still available (the publication is only three years old). Write to Editor, *Australian Ranger Bulletin*, Australian National Parks and Wildlife Service, GPO Box 636, Canberra, ACT 2601, Australia.

Rangers with wildlife law enforcement responsibilities will be interested in a new organization, the Federal Wildlife Officer's Association, and its newsletter, *The Federal Wildlife Officer*. The first edition of this bulletin came out late in the summer, and will be printed bimonthly. Although aimed primarily at special agents in the Fish and Wildlife Service, the organization is open to all supporters of wildlife law enforcement and its publication will be carrying news and notes of significant cases involving wildlife laws. If you're interested in receiving it, send \$10 for membership and a subscription to Don Patterson, Route 4, Box 166, Mechanicsville, VA 23111.

## We Can't Get More For Less — Or, Life At The Narrow End Of The Funnel

Don Goldman  
Amistad

We have a problem.

The fundamental purpose of the National Park Service is to manage the parks and serve the visitor. Presumably, all the rest of our chores in personnel, finance, purchasing, property management, and so on are therefore support services that enable us to carry out that purpose. Yet reality dictates otherwise.

Two key people in our park — the facility manager and the chief ranger — spend most of their time at their desks. When I suggested they spend more time in the field — observing their employees, meeting with visitors, maintaining a current knowledge of park conditions and problems — they responded, in effect, "How?" Two experienced and capable employees, each with many responsibilities in the field and much to contribute to our fundamental purpose, spend most of their day on reports, memos, statistics, internal controls, position descriptions, performance evaluations, and responding to special requests from Washington or the Region. And, as we all know, their predicament is more often the rule than the exception in today's Park Service.

Paradoxically, this bad result has come out of many individually reasonable demands on us. A Congressman or Senator refers a constituent's problem to the Service and asks how it can be corrected; a Congressional committee tells the Service to provide information on a particular subject each quarter; OMB requires a continuous flow of periodic and special fiscal

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Don Goldman is the assistant superintendent at Amistad Recreation Area, Texas. His NPS work, which spans the periods 1962-1967 and 1981 to the present, includes assignments in NCR, a planning center, and WASO. The intervening years were spent with the Bureau of Outdoor Recreation, the Heritage Conservation and Recreation Service, and as a Peace Corps Volunteers in Costa Rica.

This article is a much shortened version of a report that was presented to the Southwest Region's superintendents' meeting last December, and was delivered to the Director by Regional Director Kerr in February. Copies of the full report are available from the author or from the editor.

data. Or it might be that the Secretary or Deputy Assistant Secretary or a WASO division or the Deputy Director needs data for budget or oversight hearings or to respond to press inquiries or for internal statistical purposes. The list of those looking over our shoulder — needing information on our operations or trying to exert control over how we conduct them — is long.

Such demands are taken seriously in WASO. Many are followed by a memo from the Director or a Special Directive or a handbook which establishes a new program and the procedures for implementing it. But this process is cumulative — the Washington Office constitutes the mouth of a bureaucratic funnel, and the parks are down at the narrow end of the spout.

Regardless of the justification or reason for a new demand on the parks, each one imposes a workload. For too long, the assumption has been "There's room for one more". And the parks *have* made room for each new demand, and for the most part each gets done. But it is time to realize that other things are *not* getting done. Unfortunately, the year-by-year accretion of requests for information and the creation of more and more controls and safeguards over what we do and how we do it have produced a nonstop succession of reports and forms and increasingly elaborate procedures that clog our desks and file cabinets. It often seems that our job is to make out forms and reports for each other, and that we're to run the parks with what time and people are left.

Let's consider in some detail several of those forms and reports, taken at random from a long list of them.

### The Equal Employment Opportunity Act

The Civil Rights Act of 1964 and Executive Order 12106 established that discrimination based on irrelevancies such as race and sex will not determine who can pursue careers in the NPS and who can not. Our internal EEO structure and procedures were established to make sure that happened.

What EEO did was to cause us to rethink our attitudes and prejudices, and it forced us and our organization to alter our behavior. But in accomplishing this fundamental change, something else happened. The Service was left with a bureaucracy within a bureaucracy, complete with whole notebooks full of organizational structures and red tape.

Each park, for example, now has an EEO counselor whose collateral duty is to resolve discrimination matters before they become formal complaints. In addition to however many hours the counselor spends in meetings with the complainant and the charged official, he then has to fill out up to five different complicated forms. Every

step of his counseling is strictly constrained by rules and time limits that he must learn and heed. He must submit a report every month on his counseling activity, so he has to keep records of every discussion or contact on a complaint. Needless to say, all of this must be done in addition to, or, more likely, instead of his regular job.

Next, we have an EEO committee. At least we have a list of names, because our committee doesn't meet very often. It doesn't meet because the members are already convinced that EEO is a good thing, and there don't seem to be any serious flaws in the park's activities. Dreaming up new pep talks or going out recruiting when there are no jobs to fill or debating where to place a poster just doesn't seem worth the time away from other important work for five or six people.

Then there are reports:

- There's the monthly report, which lists, in great detail, all of our recruitment activity. It also describes any outside public relations activities, such as participation in school career days, and all training.

- The quarterly report on the Affirmative Action Plan and FEORP. I don't understand what this quarterly report accomplishes that is not done by the monthly report. I asked the personnel clerk who fills it out, and she didn't either.

- And there is the annual report on seasonal and temporary hires, which details all such people by sex and race, entry and separation dates, and job information.

- Finally, there's the park's Affirmative Action Plan, which must be updated annually. Although we wrote it, we actually copied it from a model circulated by the Region. It's not that we aren't committed to such actions; rather, it's difficult to set up specific objectives and activities beyond the broad philosophic ones on recruitment, upward mobility, the commitment of management, community outreach, and the processing of complaints that are found in the model. As is often the case with mandatory plans, of which there are many, they require us to say *something*, regardless of how obvious it may be or unnecessary to say. So we copied the model.

We accept these laudatory objectives, but I'm not convinced that writing these self-evident things down on paper helps us to *do* them. But it does give us one more document to be revised and rewritten every year.

EEO as a goal is enormously important, but EEO as a rigidly controlled program — one which requires training our people, filling out forms, writing reports, revising action plans, and handling complaints — takes lots of time and people. The importance of EEO cannot be exaggerated, but the amount of paperwork it creates has been.

**The VIP Program**

When Congress passed Public Law 91-357 in 1970, it took a potential resource and made it workable, authorizing the Service to recruit, train, and accept the services of volunteers. That's a simple and straight-forward goal, so I suppose that Congress expected its implementation to be non-bureaucratic and relatively free of red tape.

It was simple, at first, but 16 years have since passed. During those years, the Service, like other agencies, has been forced to adopt stringent funds management practices to prevent fraud, waste, and abuse, to gather a wide range of statistics on the program, and to tighten up and formalize our relationship with volunteers. The program, to nobody's surprise, is no longer very simple.



Reports (above) and daily paperwork requirements (below) take up more and more of a ranger's time. Photos by Jim Tuck.



None of those extraneous requirements help us get any volunteers or provide any interpretation or other help, but they certainly result in a prodigious number of reports:

— There is an annual project management plan, Form 10-451, which establishes the budgetary bookkeeping record for the park's VIP program.

— There is an annual VIP Funding Request, which provides such data as the number of VIPs anticipated, what they will do, how the money will be spent, and — as if to certify that bureaucratization is well advanced — a written justification for all the above.

— There's an annual VIP program survey, which requires information on the NPS staff involved, *another* description of the program, how the VIPs were recruited, and what problems we encountered. Curiously, the survey form also asks for our candid feelings about the program, but we have doubts that anybody reads that section.

— And there's a semi-annual VIP program activity and expense report that requires data on, and provides a breakdown of, all VIP hours worked by activity, the age, sex and number of VIPs, and an itemization of park expenditures.

If it seems like we have left the simple concept of the volunteer far behind and entered the red tape encumbered world of the government employee, it is true. NPS-7 now requires the park to write position descriptions for volunteers — not merely the volunteers it has or anticipates having, but one for every volunteer the park would *like* to have. These position descriptions are quite thorough; each one requires eight descriptive statements, plus how much supervisory time each will require and who will provide it, the supplies and materials the volunteer will need, and how much all of this is expected to cost the park. The

park is also obliged to maintain a complete record on the VIP program, including a file on every VIP, a log of days and hours worked, and the type of work that is accomplished.

This is an important program, one that provides concrete benefits to the parks and visitors. But it has gone through a process of bureaucratic evolution, and today is anything but simple and easy to run. Nothing is left to chance. Statistics are collected on all of its aspects, and everything is formalized, reported, and official. Yet we cling to the idea that this program can be run by the park with no additional money or staffing, that the collateral duty VIP coordinator can easily handle this chore in addition to his other duties.

The coordinator and the park *can* do it, but to the extent overburdened people are required to do this job, other jobs are not done.

**Internal Controls**

The need to safeguard our funds and to expend them in a careful way is a subject on which there is no argument. However, in recent years, in a political climate of distrust of government employees and suspicion of what we do with tax dollars, we have witnessed the development of a whole range of new checks, reviews, reports, audits, and regulations that deal with our fiscal management.

As important as sound fiscal management is, something went wrong with internal controls. Rather than being designed to prevent the occasional error or dishonesty that can occur in any organization, it has become a pervasive certification system that seems to be predicated on the assumption that waste, fraud, and abuse are the *rule* in the Federal service. The natural result of that mindset is a redundant and time-consuming system of safeguards which has taken on a life all its own.

It starts with a biennial Vulnerability Assessment, which sets up a system whereby a park can rate itself on fourteen different factors to determine its general control environment, analyze the operation or organization's inherent risk, and conduct a preliminary evaluation of existing safeguards.

This is followed by an Annual Statement on Internal Accounting and Administrative Control. This provides the superintendent with the choice of two prepared memos to sign. Both restate the objectives of internal controls and the superintendent's loyalty to them, but one is a self-proclaimed clean bill of health while the other acknowledges some weaknesses and how they will be corrected.

Then there is the semi-annual Administrative Review of the Imprest Fund. This report has 34 questions that must be completed.

Then there are quarterly reports:  
 — the Internal Review Report of Collection Activities, a yes-no format of rather repetitive questions;  
 — the Unannounced Internal Review of Fee Collection Activities, which sounds enough like the previous one to cause confusion and deals with entrance and campground permits and the "Golden" passports; and  
 — the Audit of the Imprest Fund, which consists of five boiler plate statements that the imprest fund is being reconciled on schedule, being used properly, and so forth.

Finally, there are two monthlies — the Accountable Stock Inventory, which details all sales and dispositions of passports and how many of each are on hand, and the Accountability Report which spells out the financial activity and turnover of the imprest fund.

All told — annual, semi-annual, quarterly, and monthly — that comes to about 39 reports to be filed. But there's one more. NPS-54 requires that we maintain a record of all training received by employees in internal controls, and that we periodically report it to OMB and the Department. This illustrates the lengths to which the bureaucracy can go to smother a good idea in paper. It is not sufficient to create and run a program of internal controls, nor to prove we run a good program with 39 reports per year — now we also have to prove that we learned how to do it!

**Other Reporting Requirements**

I've elaborated on three programs that take up time, fill up file drawers, and more importantly, represent an expansion of

office work at the expense of field work, the work we are presumably here to do. Unfortunately, these are only three parts of the problem, and there are many more.

Position descriptions, for example. It is hard to explain the frustration many of us experience in trying to squeeze the real world of people working into the precise formulas and canned language that are required today. We used to describe the job a person would actually do — we used inexact language and generalized descriptions that matched the reality of park employees having to interrupt their daily routines to handle an emergency, or to do something today that couldn't be anticipated yesterday. Unscientific as it was, and even though it was less than an air-tight description, the old way worked.

Another example is the Energy Conservation Program. Although over 10 years have passed since the onset of the energy crisis, and although the Service went to great lengths to insulate our structures, change to less expensive fuels, and use more efficient machinery and vehicles, we still have to complete the Energy Conservation Performance Report four times a year. This report compares our current energy consumption with that of 1975, a dubious comparison. Assuming it was necessary 10 years ago, is it *still* essential to check on us quarterly? Or has the DI-234 become a bureaucratic habit we can't break that has taken on a life of its own only vaguely related to its original purpose?

Another area in which our procedures have become more elaborate and time consuming is that of performance evaluations. They used to be done on a simple form with boxes that were checked, but I guess

that was thought to be too subjective and open to bias. So we evolved a complicated system of critical and non-critical performance elements, which are spelled out in precisely worded performance standards. These standards are intended to be so mathematically precise that evaluating an employee's work becomes a simple matter of matching his actual achievements against the standards. His score is then self-evident, but only if his actual achievement was *also* mathematically precise. The evaluation process now takes a lot of time for writing and discussing, but regardless of how neatly and precisely those three columns are written, we still have a supervisor sitting down and judging how an employee did. The subjectivity is still there, and always will be; it just takes more paper and time to do it now.

Then there is the management efficiency program (if ever anything were mislabeled!) with all its record keeping, lists, and reports; and the Y.C.C. program, whose red tape and reporting almost make it not worth the benefits; and the loss control management program, also known as safety, which has become as cumbersome and all encompassing as its name.

I won't go on, but the list does!

What used to be support services which enabled us to achieve our fundamental purpose have now become institutional obsessions which consume much of our energies. In program after program, the process has run away with the purpose. That fundamental purpose, managing the parks and serving the visitor, is done as best we can with what people, time, and money are left over.

Congress, OMB, GAO, OPM, the Department, WASO and the Region look over our shoulder; each has a legitimate need for information on what we do and how we do it, and each has authority over us and wants to make sure we do things right. But those demands have multiplied enormously in recent years. Those authorities must assume that until now we were either underemployed and could easily absorb a few more tasks, or that somehow the doing of all these extra things did not really entail additional work and could magically happen without any increase of people to do them.

Ironically, the reality that we confront at the park is apparently perceived quite differently by those who make the critical decisions. The Administration has a program it calls "Reform 88", whose goal is to make government operate in a more businesslike manner. OMB is teaching us how by cutting our administrative budget by ten percent. The four people in my park who now take care of time and attendance, payroll, personnel, purchasing, property management, internal controls, budget, finance and many of the forms and reports I've



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One imaginative solution to the paper burden, suggested by Golden Gate seasonal and syndicated cartoonist Phil Frank. Reprinted by permission of artist.

complained about will lose four-tenths of a man-year. The Region is taking its ten percent cut in common program services. Those happen to be offices that we depend on rather heavily, people we telephone on a pretty constant basis to get help and guidance: EEO, program and budget, personnel, and finance. Cutting our administrative staff by a tenth has got to be the most bizarre definition of "businesslike" that anyone has devised.

### Some Closing Observations

There are some lessons to be learned in all of this, lessons that explain why Amistad's facility manager and chief ranger spend too much time at their desks:

1. If the jobs that Congress and OMB give us are essential, they must give us the people to do them or decide which of our other jobs should not be done, because jobs are *not* getting done. The good-team-player slogan that we will do "more with less" is make-believe.
2. A good idea sometimes takes on a life all its own. It soon becomes a "program", requires a "plan" and quarterly reports, and gets its own coordinator. Soon the form of the program — its meetings, reports, and documentation — takes precedence, and the original good idea becomes secondary.
3. There is a compulsion to document a thing in order to keep control over it or the people doing it, to gather statistics on it, or to prove to higher-ups that something is being done on it. Even when the documentation proves little or nothing or is redundant, it seems to satisfy somebody. This is called hiding behind paper.
4. Once something gets started (i.e. the energy reports), it tends to stay around long after the original need is satisfied.
5. These burdens are cumulative. What used to be support services now seem to be our major job. They can't be squeezed in between other jobs, because they *are* jobs. They can't be done by someone who happens to have slack time because they usually require detailed knowledge of the subject and often formal training. Doing these things is a job, just as being a ranger is a job, and we need people to do them. To the extent that others are doing these things, they aren't doing their primary jobs.
6. So — into the top of the funnel go all of these demands, while down here at the narrow end of the funnel the cumulative effect is to subtly change the practice, if not the purpose, of the National Park Service from protecting and managing the parks and serving the visitor to filling out forms and writing reports.

There *are* steps that can be taken to begin to correct this problem. There are just a few of them, and they are rather simple in concept, but the parks can't do

them. They will have to be initiated by the Director of the National Park Service.

The first step in this reformation must be to encourage and reward risk-taking by managers. Superintendents know that much of what they and their staffs do is unnecessary or redundant or done merely to satisfy someone's bureaucratic whim, but the reward and punishment system they work under encourages submission, not risk-taking.

A small task force of people with both the knowledge and experience to understand this problem and the courage to do something about it should then be established and given the authority to establish priorities (that is, decide which things are truly significant and which the world won't miss) and reduce duplication. Most important, they must be given the authority to *do* it, not just recommend it. The task force would have four difficult, but essential, jobs to do:

First, they would have to explain to those in higher authority the two theses put forth in this paper — that there has been an accretion of paperwork and red tape with no increase in people to handle it, and that this has caused a gradual shift from managing and protecting the parks and serving the visitor to writing reports and filling out forms.

Second, they would explain to our own people in Washington and the regions the importance of doing things simply. When something is demanded by Congress or OMB, there is a strong bureaucratic urge to embellish it, to make a "program" of it, and to write an "action plan" for it. A better idea is to pass those things down the funnel in the minimal form that will provide what is requested.

Third, they would make clear that a report or form or statistic should not be requested of the regions or parks merely because it would be nice to know or helpful to someone. Down here the essential ones and the *unessential ones are often indistinguishable*; they all have deadlines and they all take time.

And fourth, they would need the courage to say "no"!

## All in the Family

*Ranger* reports on transfers, departures from the Service and retirements in each issue. Entries should be *typed or clearly printed* and contain all essential information (particularly correct name spellings). Send to: Editor, *Ranger*, Apt. D-422, 3004 Lee Highway, Arlington, VA 22201.

- Beattie, Hugh - from park manager, St. Croix, to retirement.
- Bonano, Tony - from assistant chief ranger, Blue Ridge, to chief ranger, Cape Cod.
- Briggs, Ellyn - from park ranger, Boston, to same, Harpers Ferry.
- Cann, Kevin - from facility manager, Carlsbad, to Denver Service Center.
- Clossin, Kathleen - from park ranger Cuyahoga, to same, Catoctin.
- Cohen, Andy - from park ranger, Harpers Ferry, to same, San Juan Island.
- Cook, John - from superintendent, Great Smoky Mountains, to regional director, Southwest.
- Cox, Mike - from park ranger, Yosemite, to same, Carlsbad.
- Cummins, Edward - from clerk, Security and Exchange Commission, to park ranger, Jefferson National Expansion.
- Daigle-Berg, Colette - from park ranger, Indiana Dunes, to same, Yellowstone.
- Danno, Rob - from park ranger, Virgin Islands, to same, Grand Canyon.
- Dehaven, Chip - from park ranger/dispatch, Delaware Water Gap, to park ranger, Sequoia/Kings Canyon.
- Delano, Michael - from supervisory park ranger, Gateway, to same, Golden Gate.
- Finnerty, Maureen - from assistant superintendent, Everglades, to associate director for operations, Mid-Atlantic Regional Office.
- Frye, John - from park ranger, George Washington Birthplace, to administrative clerk, C&O Canal.
- Gossard, Glenn R. - from seasonal park ranger, Glen Canyon, to park ranger, Glen Canyon.
- Gossard, Terri A. - from clerk typist, Glen Canyon, to secretary, Glen Canyon.
- Gwaltney, Bill - from park ranger, Fort Davis, to chief ranger, Bent's Old Fort.
- Hahn, Chuck - from park ranger, Independence to same, Petersburg.
- Hanson, Lee - from supervisory park ranger, Gateway, to director, I&M Canal.
- Hazelwood, Gayle - from park ranger, Cuyahoga Valley, to recreation specialist, same.
- Herring, Nick - from park ranger/communications, Yellowstone, to park ranger, Snake River area, Yellowstone.

*Continued on page 23*

## Remote Duty: A Social Isolation Survey

Donna Besken

Every year, new seasonals come to live in national parks in remote and isolated areas, and permanent employees transfer to them from areas in which they've had access to significantly more amenities. Other rangers find that they didn't get selected for that job "a little closer to civilization", and must consider the prospect of more time living "in the boonies." What is the cumulative effect of such isolation on these rangers, and what, if anything, can be done to mitigate it?

Those were the questions that led to the development and completion of a study of park rangers living in socially isolated stations within randomly selected parks in the Park Service's Rocky Mountain and Western regions — a study which was designed to reflect differences in the degree of isolation at the sites selected, create a profile of the rangers stationed at these locations, and assess their concerns regarding their adjustment to the site's limitations and opportunities.

For the purpose of the study, an isolated residence area was defined as one which met one or more of the following criteria:

- located 50 or miles from an established community;
- located one hour or more travel time from an established community;
- comprised of fewer than ten Park Service residences;
- produces electrical power on-site by means of solar power or a generator system; and/or
- has either no telephone service or a toll station with limited services.

Responses were received from 84 rangers living in 21 different parks. A descriptive summary of the rangers, their families and the areas in which they lived emerged from the analysis of these returns.

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Donna Besken lived and worked in Death Valley National Monument from 1975 to 1983. Having observed many seasonals adjust to isolated settings in different ways, she was motivated to pursue this study for a Master of Science in Resource Management at Slippery Rock University in 1985. She is presently the director of a nature center in Erie, Pennsylvania.

### Respondent Profile

All the respondents were field rangers (GS 5 through 11) within the divisions of visitor services, resource management, law enforcement or interpretation. Just over half (51%) were college graduates, and the majority were married (60%), male (81%), white (88%) and between the ages of 30 and 39 (66%). There were a considerable number (30%) of parents with children under 10 years of age. Most of the rangers came from metropolitan (45%) or rural settings (30%), rather than from suburban or small town environments, had lived at their isolated station for five years or less (74%), and had worked in the Park Service as permanent employees for ten years or less (61%). Their recreation preferences were diverse, but hiking (78%), jogging (52%) and photography (43%) ranked as important choices.

Most of the rangers (83%) lived in areas which required more than one hour for a round trip for shopping purposes. Most (73%) did not shop in the residence area, and shopped either weekly (43%) or biweekly (39%). The amenities which were most frequently mentioned as desirable but unavailable were workshops and education and recreation facilities. The majority of respondents lived in residence areas with the following amenities:

• water	98%
• electricity	94%
• sanitation services	86%
• pavement	75%
• thirty or fewer people	75%
• acceptable noise & maintenance levels	73%
• television	69%
• fire protection (self-provided)	66%
• police protection (self-provided)	62%
• nice neighborhoods	60%

### Findings

The issue of adjusting to remote and unusual living locations is not limited to the National Park Service. Sociologists refer to an "exotic environment" syndrome which appears during and following extended periods of time in unusual circumstances. Exotic environment examples include submarines, polar research stations, space stations, off-shore drilling stations and various military posts. The symptoms of this exotic environment syndrome are varied and include motivational decline, mood changes and intellectual impairment. Often, distrust of the outside world develops to such a degree that normal communication and functioning is impaired.

Over a period of time at isolated locations, rangers may develop their own microculture, which is not necessarily synchronized with the rest of the park or with the outside world. Such adaptations may

be required for smooth operations during unusual situations. Rangers may also develop a sense of distrust or resentment toward external authority, such as that represented by headquarters. The feeling that outsiders do not have the competence to provide necessary support may interfere with willingness to cooperate and provide necessary information. This adds an additional strain to already difficult communications. Incidents such as these have happened at polar and space stations and may also be seen in some parks.

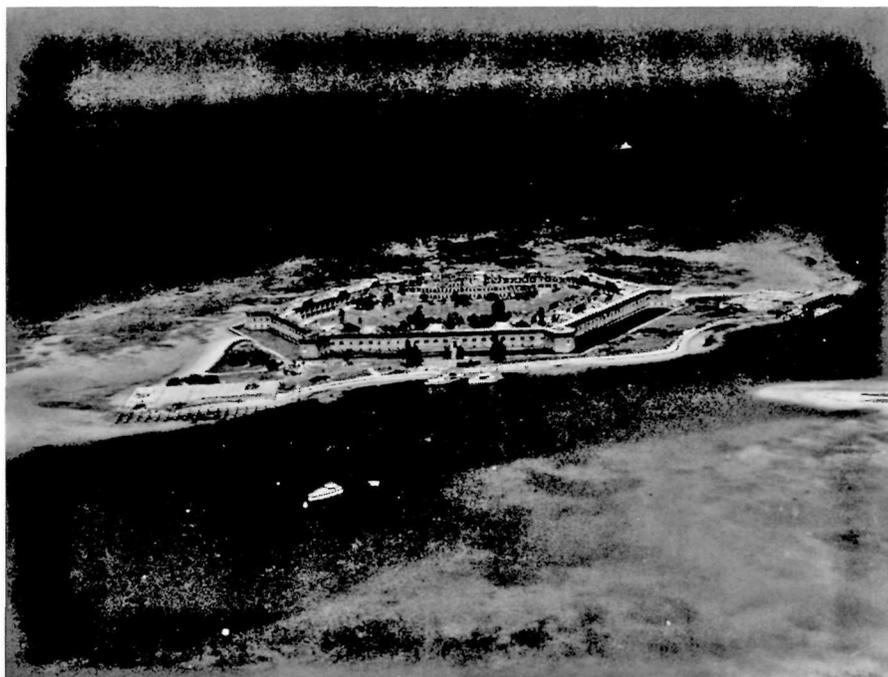
Another aspect of isolation is the issue related to re-entry into the less isolated world. Any transfer requires the termination of the microculture and adaptations which functioned effectively at the isolated station. Anxiety levels are typically high at the end of isolation. There is a heightened need for reassurance, praise and recognition from the external society, families and employers to help restructure a new sense of social security in the new setting. This is coupled with a heightened sensitivity to rejection and disappointment. Feelings of autonomy and competence are threatened and anxiety levels are increased by seemingly trivial setbacks.

In the Besken study, rangers were asked whether they considered their duty station to be socially isolated. Half of the rangers responded that their stations were very isolated. Eighty-eight percent experienced reduced social contacts and 71% felt there were reduced recreational opportunities for them at their sites. Most frequently, staffs attempted to compensate for this with pot-lucks or informal get-togethers.

Over a hundred reasons were given to explain why they felt their stations were isolated. The most frequently mentioned reasons were distance from town, small populations and lack of cultural activities. Other responses included too much off-duty time with NPS personnel. Some felt there was insufficient social interaction with headquarters, and some reported the dilemma of being the law enforcement officer living in a concession area.

The rangers who felt comfortable at their sites often required almost a year to feel at ease there. The most helpful techniques for adjusting to a site included becoming familiar with the resource and the job, receiving support and help from families, and having a good attitude. Making changes in lifestyles to accommodate the new sites, taking vacations, developing hobbies, and interacting with the people already there were also helpful methods.

More than half of the rangers felt that there were more personal problems among rangers in isolated areas compared to those in non-isolated areas. Questions regarding drug and alcohol abuse and other health problems showed no clear pattern.



Fort Jefferson in the Gulf of Mexico — one of the most isolated sites in the National Park System. Photo by National Park Service.

Most rangers and their families were experiencing job-related stress. Fifty-eight percent of the rangers indicated their families were experiencing stress related to work. Eighty-three percent of the rangers were feeling stress themselves. The amount of stress varied — some rangers (16%) were having serious personal problems because of this stress, and nearly half (48%) reported having some personal problems of a less serious nature. Others felt stress to motivate performance but not enough to generate personal difficulties. The major sources of stress mentioned included inadequate resources or personnel to complete assigned tasks, job interference with home life, high volumes of paperwork, and difficulties with communications either within the park or with the outside world. Most rangers said their parks did not encourage spouse involvement with park matters (85%).

Rangers were asked to describe the kind of person best suited for living and working in an isolated area. The majority listed self-motivation as a key asset, and other important traits included independence, social compatibility, positive attitudes, professional competence and self-confidence.

The results were reviewed and compared with relevant literature regarding exotic environments and discussed with rangers and managers familiar with life in remote areas. These implications for managers are based on this synthesis.

#### Implications for Park Managers

The perception of isolation is not the same for everyone. Managers may not feel

isolated at a particular park while some of their employees may experience a sense of isolation. Isolation exists in different degrees, both physically and socially. These differences could be denoted on vacancy announcements if objective descriptors were applied to the physical and social characteristics of each site.

Preparation for social isolation at NPS residence areas requires accurate expectations of the site and more. Even though about half of the rangers had accurate expectations and another third felt the site was better than they expected, only eleven percent felt the NPS had adequately prepared them or assisted them with adjusting to the site. Managers can minimize culture shock and build appropriate expectations by providing accurate site descriptions. Interviews with the previous occupant or with prospective neighbors or co-workers could be arranged. A videotape of the site and orientation to the community could be prepared by the local cooperating association.

Managers need to examine not only distance and population when determining the degree of isolation present at a site, but also need to give greater consideration to the number, kind and quality of the amenities present. A first step toward alleviating physical inconvenience could be to assess which amenities are present, which are desired and which are feasible. A facility for recreation, education and accessible workshops might be a reasonable investment.

Job interference with home life, lack of privacy and numerous off-duty public contacts were some stressors for rangers

and families. An enhanced feeling of privacy and a lessened sense of interference with home life may be achieved by respecting the ranger's need for uninterrupted off-duty time. In small communities, the responsibility for off-duty contacts may be shared with other personnel besides those who generally have public contact duties.

When selecting individuals to serve at these sites, attention should be given to personality traits and recreational choices as well as to levels of professional competence. This is not to suggest that a selection be based on popularity, but rather that demonstrated social compatibility be considered as an essential part of the team function. Social relationships within the community are affected by a ranger's level of professional performance and social skills.

Managers can improve the morale of the community by fostering teamwork and minimizing the negative aspects of "enforced socialization" — the practice of being obligated to engage in social activities within the same group because there are no other alternatives. Professional stimulation can be enhanced by bringing the staff together with visiting professionals.

Acknowledging the stressful potential of isolated residency, managers can provide for an active stress management program for rangers and families in isolated areas. This could include a regular medical examination to reveal stress-related symptoms, a physical fitness program as a vehicle for stress reduction, and a competent and accessible psychological support staff whose services can be utilized without fear of repercussion.

Reinforcing the role and function of the ranger, both within the park and Servicewide, can assist in developing and maintaining a sense of mission. Groups or individuals with a sense of mission generally perform better in isolated areas than non-directed people.

Because communication requires special effort, managers need to increase opportunities for the field rangers to interact with the outside world. This can help a ranger to gain a realistic perspective of the isolated setting. Off-site training, conferences or special assignments could accomplish these goals. Managers could make an extra effort to maintain clear interpersonal lines of communication with isolated rangers, recognizing how difficult it may be for the isolated ranger to initiate such communications.

The degree of isolation and its duration may affect the ability of the ranger to adjust to isolation. Time is important to isolates. Managers could structure tours of duty to limit service at isolated stations to specific periods of time.

*Continued on page 22*

## In The Beginning: Rendezvous I and the Roots of ANPR

Tim Setnicka  
Hawaii Volcanoes

What follows is a "social history" of the birth of the Association of National Park Rangers and the proceedings of the first Ranger Rendezvous in Jackson Hole ten (more or less) years ago.

There's a real difference between a "social history" and "plain old history". A "social history" is a historical brickwork of events held together with a mortar of smut, dirt, humor, tragedy, intrigue, anecdotes and similar stuff; "plain old history" is uniform and basically boring, but extremely solid with subtle, small deformities. "Plain old history" is meant to last through time; this "social history" is meant to last through one beer.

The roots of the Association are directly linked to high levels of testosterone and the well-known National Park Service herding instinct.

In early 1977, Roger Siglin was the Valley District Ranger in Yosemite. Having just become single again in the preceding year, he'd stopped greasing back his hair, had acquired sporty new eyeglasses, and had transformed himself from the Brylcream Kid to the California Cutter.

A lot of Roger's medical friends had left Yosemite during the previous year for jobs in other hospitals. Although other Park Service acquaintances had also moved on, it was the departure of the ladies in white that made him feel blue.

It was about this time that Roger suggested to me that we got everyone together once a year for a reunion dedicated to fun and a "little" business (and a trip write-off). Roger suggested that such a gathering should be something like the old fur trader rendezvous, where the traders came down from the hills, conducted business, drank and told lies. It sounded like a terrific idea. Roger and Butch Farabee followed up on the idea and made a few telephone calls to folks they thought would be interested in the idea. Things began to roll.

Jackson Hole was chosen as the site because it was centrally located for most of the people who'd be attending, was nearby a small park, and had plenty of cowboy bars and western swing bands. Roger was (and is) big on western swing bands.

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Tim Setnicka is the chief ranger at Hawaii Volcanoes, a founder of the Association, and the "one (who) wrote a book."

Butch called Mike Finley and Alan Atchison (who were then, respectively, the law enforcement specialist and chief ranger at Grand Teton) and talked them into making arrangements for lodging and a meeting room. They came up with what was then called the Ramada Snow King and is now the Americana Snow King — site of this year's Rendezvous. The date was eventually set for September 30th to October 2nd, since this was the one time most everyone could get away from their parks.

I asked a seasonal ranger, Valerie Cohen, to draw up a poster which had a background illustration of the Tetons and read: "The unofficial Ranger Rendezvous. Come and see old friends! Any work accomplished is strictly accidental. Bring your wives, sugar-daddies, friends, kids, parents, etc." We mailed a couple of dozen of these around to the parks and word of the event gradually spread.

Naturally and in true Park Service "rumor control" fashion, the stated purpose of this first Rendezvous got convoluted and twisted around. As noted above, the first priority of this rendezvous was the social gathering of friends; only after possible agenda topics were discussed did the idea of forming some type of ranger organization come up. But certain groups of Service employees became worried as word of the Rendezvous spread. Many of them remembered PRO.

PRO, the Professional Ranger Organization, had been organized in the northwest a few years earlier, and was perceived by many as the start of a union movement for rangers. PRO did not develop much of a following, but this new group might — after all, it had its roots largely in "Yosemite-type" people, the same folks who helped bring long hair, rangers wearing guns, a strong, voluntary physical fitness program and a host of other issues to the attention of NPS management.

On September 30th, most of the participants arrived, and 32 people sat down Saturday morning around a table in a small conference room in the Ramada. All were male; although at least two female employees attended, they were too intimidated by the all-male atmosphere to participate in the meetings. Fifteen different Park Service areas were represented.

There was no agenda or starting time for the meeting, and there were no guest speakers. The flyer had only said "Saturday A.M. — B.S. Session", and people showed up in true NPS informal style — western shirts, boots, Levis, running shoes and jackets (we all had to wear jackets because Finley failed to get the heat turned on until the afternoon). There was a newlyweds' "well-what-do-we-do-next" feeling abroad at first, but, with the strong personalities present, the honeymoon atmosphere soon disappeared.

The initial open forum discussion began with lots of talk about what rangers needed to be doing, problems they faced, and their personal feelings about many matters concerning their jobs and futures. It's interesting to note that many of the issues which ANPR has since solved or is in the process of solving were discussed in that meeting — ranger image, housing, park tech/park ranger problems, grade level and classification issues, and so forth.

But the discussion of these issues kept leading us back to the central issue of representation. No one in the room felt that his concerns were really being heard by "the Service", or that there was an easy way to express such concerns to NPS management. The feeling of lack of representation was based on common frustrations with attempts to improve the system. Although all were deeply committed to the system, there was a universal feeling that important issues were not being addressed by the Service. Time and again, this frustration would lead us back to the need for an organization which would voice our concerns and suggestions to management.

I clearly recall Butch Farabee talking over and over about the need to form a ranger organization, and that, if we truly considered ourselves to be professionals, we should have an organization that would promote and serve our efforts.

The issues of unions and collective bargaining were quickly brought up. No one wanted or even suggested that any organization that we came up with should be a union. Many argued that we would get little recognition from either rangers or the NPS if we were even *perceived* as a union. A great deal of time was spent on this issue; it came up again and again.

As is the case in most meetings, people spoke too long, got off the subject, and argued small points to no avail. At times Rick Gale would get so mad that he would get up and leave the room, only to return minutes later (no doubt because he knew he was missing the action), get into another argument, get overheated, and stomp out of the room again. Other guys like Fred Hemphill and Dutch Ackart listened but didn't say a word during the meeting.

*Roberts Rules of Order* were out of order for this Rendezvous; instead, it was first come, first served. It should be noted for the record, however, that parliamentarians like Rick Smith, Mike Finley and Tony Bonano did make unsuccessful attempts to guide discussions.

After lunch, the sessions resumed with the introduction of truth serum — beer. The volume of the dialogue increased, and the tone and quality of discussions decreased. But in spite of fatigue and beer, a consensus developed that we could only accomplish our goals through a "loose federation" of rangers and technicians. We

voted unanimously to form the Association of National Park Rangers and to accept the statement of purpose which we'd been hashing over.

ANPR would be based on three founding creeds — it would be “a service-wide organization to communicate for, about and with rangers; to identify, promote, and enhance our profession and its spirit; and to support management and the perpetuation of the National Park Service as well as to provide a forum for social enrichment.”

That was enough for one day. We adjourned and promised to meet for a quick early afternoon meeting the next day. Then we all went to dinner and a cowboy bar until the wee hours of the morning.

Sunday afternoon's session was devoted to developing strategies on how we were going to demonstrate our new organization's honorable intentions. It was decided that, since Rick Smith was going to be seeing Director Whalen at Albright within a few weeks, he should approach him and explain to him exactly what was going on with the infant association.

Folks were still apprehensive about their participation in this organization, particularly since it was widely known that an “administration mole” existed within the ranks. No one knew what would happen next, or if there would be sanctions against members. As it turned out, nothing negative really ever happened — the mole's report was filed, but there were no known ramifications.

Rick eventually met with Whalen, who not only wrote a letter supporting the Association but went a step further and asked for ANPR's support to help “rapidly solve” the park ranger/park technician classification problem (it took nine years, but we're all rangers again). Looking back, I guess it's obvious that Whalen had to support such a professional association when confronted with its initial leadership, voted in during that meeting.

As first — and, for all we knew, last — president there was Butch Farabee, the T-shirt junky.

Roger Rudolph, for reasons that are still unclear, was voted in as secretary-treasurer. This I feel was more in the form of a punishment for his poor jokes and poor digestive system, both of which we suffered through over the weekend. The first dues collection was a simple passing of Craig Johnson's cowboy hat, into which we each threw fifteen bucks. Those of us who had checks made them out to Roger, and it was only much later that we learned that he pulled a few of these to pay for gas on his trip back to his job at Yellowstone.

Rick Gale became the editor of the first ANPR newsletter, mainly because he could persuade the Grand Canyon Natural History Association's director to print it for us virtually for free. Rick did a remarkable job of getting the newsletter out to the troops for the next three years.

Lastly, a steering committee was established along with some serious work groups, forebears of those that have sprung up and spawned various position papers in

recent years.

The last order of business was the selection of Larry Van Slyke as the coordinator for Ranger Rendezvous II, which was to be held the following year at Estes Park, Colorado.

We all signed the list that was passed around: Dave Mihalic, Jim Brady, Mike Finley, Scott Connelly, Chuck Sigler, Dick Newgren, Jim Randall, George Giddings, Larry Van Slyke, Don Chase, Charlie Logan, Ted Scot, Dick Martin, Alan Atchison, Rick Hatcher, Bob Dunnagan, Jerry Mernin, Paul Henry, Walt Dabney, Dan Sholly, Fred Hemphill, Butch Farabee, Dutch Ackart, Terry Pentilla, Tim Setnicka, Rick Smith, Roger Rudolph, Ron Sutton, Roger Siglin, Rick Gale, Tony Bonano, and Dave Oschner.

Of this group of thirty-two, I can report that one is dead of cancer, three are divorced, one has yet to get married, one dropped his eye out of a helicopter, one will probably never leave Yellowstone, one will become Director of the National Park Service or a Regional Director, one wrote a book, five are now superintendents, at least one survived an airplane crash, two have retired, two live on tropical islands, and all have less hair than they did ten years ago.

Sitting in that cowboy bar back in 1977, I recall thinking that we all had the idea that we were onto something positive and good, a way to vent and channel our thoughts and frustrations toward the NPS and help it and us through its many ups and downs. Now, a decade later, I'm sure that we are.



The founding members of the Association, here gathered for a group photo during the first Rendezvous. Names appear above. Photo by Nancy Rudolph.

## What Is A Ranger?

In the spring issue of *Ranger*, a short article appeared which solicited responses from members on the question "What is a Ranger?" The intent was to open a dialogue on the present nature and future directions of the profession. In the summer issue, a feature article by Tony Bonano described the efforts being made at Blue Ridge Parkway to develop "multi-specialist" rangers.

Several letters have since come in responding to each of these articles. Since they tend to speak to the same concerns and problems, they are grouped together under this heading and appear below. *Ranger* welcomes further comments on the subject.

### Single and Multi-Program Specialists

Tony Bonano's article on "Multi-Specialist Rangers" in the summer issue of *Ranger* touched on an issue that I would like to expand upon: the relationship between the multi-specialist ranger and the single-program specialist.

In our efforts to pace modern society, we have decentralized the responsibilities of one job into many and seemingly lost those typically "rangerish" attributes that once gave our profession its identity. We are certainly in an age of change in the National Park Service, change that is coincident with changes in society. To cope with increasing demands, the ranger's responsibilities have become more diversified and often specialized. Specialization required by the Service to meet its goals. But many see what has traditionally been the backbone position of the Service losing its responsibilities and identity to an ever increasing army of specialists. We stand at a threshold, wanting to retain the tradition of the ranger profession, but recognizing that specialization is inevitable in the dynamics of our society.

So where does that leave the ranger? Some would say the ranger is an antique, that there is simply no room for the traditional multi-disciplinarian in a complex society. I suggest the opposite is true. In the midst of constant change, the National Parks need a focal point, a stabilizing agent through which to translate action plans into action. The ranger, an individual who carries out a myriad of responsibilities in interpretation, law enforcement, resource management, and maintenance, is aptly suited to fill this niche. I do not suggest that a ranger can be expected to carry out all of the elements of a complex program, but that, through cooperation with other support staff members, the implementation of action plans can and should remain the responsibility of the ranger.

Program specialists will necessarily become more prevalent among the ranger

ranks: not stripping the responsibilities of the multi-disciplinary ranger, but rather augmenting their diverse responsibilities with an increased level of expertise necessary to address specific problems. Their job is to integrate (not alienate) the ranger staff into a broader program (e.g. resource management, interpretation, etc.) They must recognize the ranger as a vital link to project implementation and mesh their responsibilities into a framework of overall program management.

I urge those who find themselves in single-specialist positions not to become myopic in their thinking or their work. We all work for a common goal. You may specialize in interpretation, law enforcement, resource management, or maintenance, but foremost you share a stewardship responsibility for the natural and cultural resources that the NPS protects and you are the host to the public who comes to enjoy their national parks. In light of these common responsibilities, I suggest that the title "ranger" is not only a specific position title but also an adjective, a descriptor which embodies a spirit, an image, and a common credo of stewardship that all uniformed employees share regardless of position title.

We need to get away from the image that the only rangers are those that work in law enforcement. Rather we are a team of rangers, with varying levels of responsibility in law enforcement, resource management, interpretation, etc. While we are in an age of specialization, we are also in an age of cooperation. We must recognize the functional validity of our peers in interpretation, resource management, law enforcement and maintenance as common elements of the ranger profession. We are an interconnected professional web with common goals but a division of labor. It is this concept of the interconnected whole, working toward the common goal of resource protection and public service that gives the ranger profession its identity.

Mac Brock  
Hawaii Volcanoes

### Rangers For All Reasons?

As I write this, I sit at the vortex of controversy in Yellowstone: Fishing Bridge. Earth First just left after two days of screwing around. I'm supervising interpreters for the first time in my ten federal years. And then *Ranger* comes to the mail box. So, I'm thinking about your question, "What's a Ranger?" I'm thinking about Tony's long article about how Blue Ridge is trying to make rangers for all reasons.

And then I think about a paragraph in the middle of his article. It reads:

"Vacant positions are being filled with an emphasis on candidates who possess a balance of protection, interpretation, and resource

management skills. Such candidates should be well-suited to an integrated organization, and should *minimize our future training needs.* (emphasis added)."

If Blue Ridge doesn't want to spend money making multi-specialty rangers, who does? Everybody wants them (so they say), but nobody is willing to pay for them. Do multi-specialists get paid more than single-line specialists? Do they just appear, like immaculate conceptions, fully versatile, for free? Perhaps a more fundamental question is, "Are they good at everything they do?"

See all the questions. What's a park ranger? A confusion, that's what. A ranger is a little nostalgia for the days when the man in the flat hat picked up garbage, sang songs at the campfire, put out a wildfire, and arrested bad guys. There's something of the white-hatted cowboy in all that.

Then there's the pride of developing a skill, be it as an EMT, environmental educator, or wrangler. That's the late 20th century pride in specialization.

Then there's a dislike of some aspects of the "all-around" job. I'm more than happy to be an amateur traffic director while the trained protective types arrest singing members of Earth First. I don't want to do that. I don't want to ride around in a white car with a green stripe and challenge weird and large people. If I want to "just" move people with words, with activities, with other tools, am I a good interpreter but a bad ranger?

If some people want to be jacks of all trades, great. If some don't, great. It would be nice if the NPS offered something, anything, to either group of employees. Instead, training is pot luck. Career advancement can be just dumb luck.

Part of the problem is us: we can't live with out diversity. Part of the problem is an indifferent employer, who benefits from us scrambling over ourselves in pursuit of invisible career ladders.

Lots of people will talk and write much about what a ranger is. The answers will all boil down to "A ranger is what I am or hope to be."

And we are lots of different people with lots of different skills and interests. Somehow, when we use the word "people", nobody freaks out that people come in all shapes and sizes and levels of ability. Change the word "people" to the word "ranger", and dandruff flies around the room.

I'm happy to wear the uniform in a place I enjoy, doing what I like. I'm a ranger because I wear the uniform. But maybe I'm not *your* kind of ranger. (I don't do plumbing except under duress.) I can live with that. Can you?

What's a ranger? Look in the mirror. Look around the office. Read these pages. We're a whole bunch of different specialists who share a love of nature, history, people, badges, shiny shoes. . . something, however tenuous, that brings us together. As I hone my skills, I'm happy to rely on you for yours. Together we'll make a park work for what it holds and who it serves.

Vive la difference!

Jack de Golia  
Yellowstone

### Rangers Know Their Range

Rangers, by definition, range. They are the eyes, ears, and, when appropriate, the arms of the national parks. Rangers thoroughly understand park resources so that they can be efficient observers, communicate what they see, sometimes act on what they see, and perhaps, someday for a few, become park managers. Park rangers therefore understand the natural and human history of Park Service areas better than anyone because of their ability and mission to range over them.

A ranger is aware that awareness itself is incremental, and that time spent away from park resources cannot be regained. A ranger is aware that the Park Service is of necessity a political organization, and that many park managers therefore cannot possibly share the awareness developed by a ranger in the field. A ranger is aware that this same political process also unavoidably sidetracks all rangers, to a greater or lesser extent, from their ideal role.

Rangers are aware of the danger of being perceived as all "arms", and the increasingly unavoidable fact that their military style outfit often has a negative effect. They know that, also unavoidably, their own perceptions of the park and their role in it are shaped by their warden duties. Rangers are therefore aware that much of their best work is done "out-of-uniform" — sometimes entirely, but more often by just a friendly doff of the hat, removal of the tie, rolling up of the sleeves, or taking off of the shirt before it becomes sweat soaked. They know that their range includes many places inappropriate for uniforms, such as the local bar where poachers' stories await discovery. Rangers also know that there are many more situations where their uniform is the best tool they have, perhaps when they later arrest that poacher in the field.

A ranger is aware that national parks in the United States of America belong to all the people, including park critics. Rangers know their duties include answering the questions of critics — and questions about critics — in a fair, objective manner which gives our political process the benefit of a ranger's awareness. Rangers are the

eyes and ears of — and directly for — all the American people and their guests visiting from all over the world. As naturalists, archeologists and historians interpreting parks, rangers impart an appreciation for park resources better than anyone else, because they know those resources first hand. Rangers also know the danger of getting sidetracked into being all mouth, or being perceived that way, in the same way they are aware of the more prevalent danger of being, or perceived as being, all "arm". Rangers are aware of their image, public and self, and how the two interact.

Real rangers are perceived as the best interpreters, enforcers and managers, because they range more than anyone, and know the park, its wildlife, people, history and ecology better than anyone. You can tell them by the way they walk and the deft, sure way with which they handle a garbage can, a shovel or a loaded question.

Eric Burr  
North Cascades

### Improving Ranger Skills

In response to your plea for comments on "What is a Ranger?", let me start off by saying that I was very pleased with Tony Bonano's article. I am a strong advocate of the "multi-specialist" concept.

Tony makes the comment that major deficiencies existed among the Rangers at the Blue Ridge in a variety of skills. I believe that if a Servicewide inventory were made of current skill levels amongst rangers, we would be shocked. The major source of this deficiency is the lack of training opportunities available to the rank and file.

I would propose aggressive development of skills training teams in each of the regions as has been done with interpretation. This concept was proposed for the creation of a basic course in natural resources management, but was dropped due to budget cuts. I see real possibilities for similar teams to teach subjects like structural fire control, wildland fire management (the instructors are already out there), basic search and rescue and first aid. A team could also be developed to improve the quality of law enforcement in-service sessions.

Rotating schedules of courses could be developed to assure that all rangers have an opportunity to develop their skills. Course contents should dovetail with what is taught at "FLETC" and Ranger Skills.

I should also make the comment that higher levels of skills development can currently be achieved through existing opportunities, fragmented as they are. For example, "Managing The Search Function" is available through NASAR; EMT training is available locally; advanced fire management courses are offered by Marana and

Boise; etc. I believe this is a valid approach, but we need better communications about these opportunities.

Perhaps I am somewhat idealistic, but I sincerely believe that the time has come for the Service to set across the board standards for skills levels of all rangers in a limited number of fields. Perhaps that standard would exceed what is necessary for a currently held position, but who says we can't prepare for the future?

The current financial outlook for our agency should force us to act and to better train the few people we have so they will be flexible and able to respond to growing demands.

Gordon Olson  
Antietam

### Working To Make A Difference

One's impression of what constitutes a ranger will no doubt vary depending on where he or she is assigned, the type and volume of law enforcement involved, and the problems and special activities associated with that particular locale.

Some of us only hear and read about such pleasant terms as resource management, as we are too busy prosecuting drunk drivers and others, many for far more serious offenses, and trying at the same time to protect adult family members of the community — who with their children are attempting to enjoy an outing — from rowdies and others displaying immorally offensive conduct. And all of this is made more difficult in that we must respect the rights of all groups, but be able to draw the so-called line so that no one segment imposes its will to the detriment of another.

Today in law enforcement we need the wisdom of Solomon, the strength of Atlas, the patience of Job and maybe even a little more, plus all types of certification, accordance with NPS-9 requirements, a working knowledge of 36 CFR and Titles 16 and 18 U.S.C., and compliance with individual park policies and directives.

Where once we had the time to spend on all phases of ranger responsibilities and what are to some extent more enjoyable activities, we are in many parks now heavily engaged in and burdened with almost constant law enforcement duties, with subsequent reams of paper work for court presentations, evidence collecting and processing, long drives on one's day off to distant courts, and so on and so forth. For many of us, the only connection with the ranger image is the uniform we wear and that extra bit of politeness we try to muster, because we care (or at least most of us do) about the professional impression we create with those whom we have contact, regardless of their offense or station in life.

*Continued on page 22*

# Autumn '86 Featuring the Rangeroons. By Keith L. Hoofnagle

## YEAR END MONEY

### THE RIVALRY CONTINUES

OKAY, I KNOW WHAT YOUR PRIORITIES ARE: YOU WANT TO USE THE MONEY AS A DOWN-PAYMENT ON A **STEALTH BOMBER** TO PATROL THE WEST DISTRICT WITH, AND FOR AID TO THE CONTRAS

AND YOU WOULD LIKE TO SPEND THE MONEY FOR RHINESTONE-SPANGLED TUTUS FOR YOUR ENTIRE STAFF!

WHAT THEY DON'T KNOW IS THAT I'VE ALREADY DECIDED TO SPEND THE MONEY ON A 100' HIGH FLASHING NEON TAKE PRIDE IN AMERICA SIGN FOR THE PARK ENTRANCE!!

CHIEF NATURALIST

CHIEF RANGER

PARK SUPERINTENDENT

WHY IS IT THAT THE DIVISIONS THAT SPENT LIKE DRUNKEN SAILORS ALWAYS HAVE TO BE BAILED OUT BY THE FISCALLY RESPONSIBLE DIVISIONS?

SOMETIMES THE FOLKS IN PROCUREMENT HAVE TO PUT THEIR FOOT DOWN:

NO, I DON'T THINK WE CAN AUTHORIZE THE USE OF YEAR-END FUNDS TO HAVE EVERYONE IN THE PARK TESTED FOR DRUGS

NO, BUYING AIRLINE TICKETS FOR USE NEXT FISCAL YEAR WITH YEAR END MONEY IS NOT PERMISSIBLE

NO, I'M AFRAID WE CANNOT ALLOW YOU TO PUT YEAR END MONEY INTO A SAVINGS ACCOUNT FOR USE NEXT YEAR!

COME ON, BABY, HELP ME OUT. I ONLY NEED 20 GRAND!



THE LAST-MINUTE 10K RUN TO GET ALL THE DI-1'S SIGNED & PROCESSED IN TIME...

YEAR-END MONEY? WHAT'S THAT? WE DIDN'T HAVE ANY MONEY WHEN THE YEAR STARTED!



Hoofy ARO

## Association Notes

### Rendezvous Update

Summer in Jackson is over. The tourists have diminished in numbers, many of the local merchants have gone south for the winter, and the temperatures have turned "chilly" (45 degrees in the daytime and 35 degrees at night). So the Rendezvous is sure to liven up activities in town.

All the information presented in the summer issue of *Ranger* remains current, except for a few minor changes. The notes on babysitting, travel and so forth that appeared in that issue should be referred to for further information.

As you may have already heard, the Americana Snow King has been full since early July. For those of you on the waiting list for accommodations at the Americana, be sure to make reservations at the Antler Motel (307-733-2535) or the Virginian Lodge (307-733-2792); the negotiated \$35 per night rate applies at both lodging facilities. If you phoned in your reservation to the Americana, please don't send in the reservation slip from the back of *Ranger* too — this may have resulted in double bookings.

If you have questions about babysitting, call Linda Olson at Grand Teton, who's coordinating that activity (307/733-2880 ext. 201). Raffle items should go to Diane Moses, Box 929, West Yellowstone, MT 59758. Travel arrangements made through Executive Travel will result in a financial return to the Association; they can be reached at 1-800-237-6735 (1-800-282-9845 in Florida). Rental car numbers in Jackson are as follows: Budget - 307-733-2206; National 1-800-328-4567; Hertz - 307-733-2272.

The program plans for the Rendezvous are currently in their final stages, and the tentative schedule of events reported in the last issue of *Ranger* remains virtually unchanged.

Barry Lopez has accepted the Association's invitation and confirmed his appearance as our opening key note speaker. Director Mott and Deputy Director Galvin are on the schedule, and we hope that Under Secretary McLaughlin will also be able to speak.

The following workshops have been confirmed:

- Home Business - Travis White
- Dealing with the Furniture Movers - Travis White
- NPS Bulletin Board/Mailbox/Common Database - John Reed and Keith Carr
- Other Countries' National Parks - Rob Milne
- Resources Management from the Superintendent's Perspective - Bob Barbee, Yellowstone, and Jack Morehead, Yosemite

- Retirement - Frank Betz
- ANPR Goals - Bill Wade
- Marketing for the Parks - Ed Mahoney
- Update on Visitor Protection and Interpretation - Dave Dame and Walt Dabney
- Progress on Ranger Position Management Task Force - Walt Dabney, Mario Fraire and others
- Working with Planners and Designers - Denver Service Center Staff
- National Parks - Their Peril and Promise - Terri Martin

Alternative evening activities and activities for spouses will be numerous and varied. There should be something for all tastes, including one-on-one conversations over the beer keg, for those who prefer the informal.

The following is the schedule as it currently stands:

- Saturday, 10/18**
- 12:00-5:00 Board Meeting
- Sunday, 10/19**
- 8:00-12:00 Board Meeting  
1:00-7:00 Registration  
7:00-10:00 Welcome Social
- Monday, 10/20**
- 7:00-8:00 Registration  
8:00-6:00 Baby sitting  
8:00-6:00 Raffle and vendor exhibits, ANPR sales
- 8:00-9:00 Welcome  
9:00-10:00 Keynote address - Barry Lopez  
10:00-10:30 BREAK  
10:30-12:00 Spouse activity  
10:30-12:00 Regional meetings  
12:00-2:00 LUNCH  
2:00-6:00 Spouse activity  
2:00-3:00 Keynote address - Deputy Director Galvin  
3:00-4:00 State of the Association  
4:00-4:30 BREAK  
4:30-6:00 Business Meeting  
6:00-7:00 Aerobics  
6:00-8:00 DINNER  
8:00-10:00 Optional evening activities
- Tuesday, 10/21**
- Morning Optional activities:  
Carpool to Colter Bay  
Indian Museum and other activities
- 12:00-1:00 Registration  
1:00-5:30 Baby sitting  
1:00-5:30 Raffle and vendor exhibits, ANPR sales  
1:00-5:30 Spouse activity  
1:00-2:00 Keynote address or business meeting  
2:00-3:30 Workshops  
3:30-4:00 BREAK  
4:00-5:30 Workshops repeated

- 5:30-8:00 DINNER  
8:00-10:00 Optional activities:

#### Wednesday, 10/22

- 7:00-8:00 Registration  
8:00-12:30 Baby sitting  
8:00-12:30 Raffle and vendor exhibits, ANPR sales  
8:00-9:00 Keynote address or business meeting  
9:00-10:30 Workshops  
10:30-11:00 BREAK  
11:00-12:30 Workshops repeated  
2:00-? Fun run  
Afternoon Optional activities  
5:00-6:00 Aerobics  
8:00-12:00 Baby sitting  
8:00-12:00 DANCE

#### Thursday, 10/23

- 9:00-6:00 Baby sitting  
9:00-6:00 Raffle and vendor exhibits, ANPR sales  
9:00-9:45 Keynote address - Director Mott  
9:45-11:00 Awards presentation  
11:00-11:30 BREAK  
11:30-1:00 Workshops  
1:00-2:30 LUNCH  
2:30-4:00 Workshops repeated  
4:00-4:30 BREAK  
4:30-6:00 Business Meeting  
6:00-7:00 Aerobics  
6:00-8:00 DINNER  
8:00-10:00 Optional activities

#### Friday, 10/24

- 8:00-12:00 Board Meeting  
12:00 Hotel check out time

The following tentative agenda has been worked up for the board meeting at the Rendezvous; entries are not in priority order:

- President's report
- Executive secretary's report
- Editor's report
- Editorial policies for *Ranger*
- Donations and endorsements policy
- Life account policy
- Mini-rendezvous policy
- Training policy
- Liability insurance for Rendezvous
- "Ranger of the Year" award
- Marketing organization
- Constitutional revisions
- Rendezvous XI and XII

The final agenda will be posted conspicuously in the Americana Hotel, where most meetings will be held. Board meetings will be held on Saturday, October 18th, from noon until 5 p.m., Sunday, October 19th, from 8 a.m. until noon, and Friday, October 24th, from 8 a.m. until noon. All members are invited to attend.

There will be a time limit set for the discussion of each topic so that the board meeting will not go on interminably as in

years past. There will also be a board dinner on Saturday night which will be open to all early arriving members; it will be followed by an informal discussion of the future directions of the Association.

(The above article was compiled from reports submitted by Jim Tuck, Bobbie Ann and Dale Antonich, and Maureen Finnerty).

## National Park Rangers at Work: Photo Contest at Ranger Rendezvous X

As announced in the spring *Ranger*, the Association is sponsoring a photo contest which will be judged at the Rendezvous this fall. The topic is "National Park Rangers At Work", with three categories for judging: interpretation, resource management and visitor protection. The person submitting the best photograph, as judged by local Jackson Hole photographers, will receive free lodging at Rendezvous XI in 1987. Persons with the best photograph in each category will receive one year's free ANPR membership.

Entries will become the property of ANPR and entry gives the Association the right to reprint the photo in *Ranger* and use it for a poster to be produced for sale; the photographer retains all other rights. The poster will be produced if adequate high quality entries are received. We hope to offer it for sale in park cooperating association outlets and concession stores.

Other rules are as follows:

- Anyone may enter and you need not be present to win;
- The awards may not be used by anyone other than the winners;
- The photograph must be a black and white, glossy, 8 x 10;
- Name, address and phone number of the photographer and park where taken must be on the back of the mount;
- Photographs must be of a National Park Service ranger, in uniform and therefore recognizable as an NPS ranger, performing one of the aspects of ranger work;
- The photograph must be received by ANPR by September 15th and should be mailed to Andrea Sharon, Bandelier NM, Los Alamos, NH 87544;
- Credit will be given to the photographer for each use.

Jim Tuck  
Rocky Mountain Regional Office

## Executive Secretary's Report

The semi-annual operating statement which appears below will give members an approximate idea of our budget status as of mid-summer; more complete figures will be available at the Rendezvous. A few figures are worth quoting, however.

Contributions to the ranger museum have been slow in coming in. In fiscal 1985 we collected \$544, and have added only \$949 so far this year. The expenses for this project have come to \$185.20, so our net receipts are just over \$1,200.

As noted in the article on the supper raffle, we've now sold enough tickets to cover the basic costs of running the raffle and acquiring the prizes (\$2,578.43). Everything we collect from this point on will be profit.

A total of 188 new memberships were recorded between January 1st and July 20th; during that same period, there were 387 renewals.

### Annual Operating Statement January 1, 1986 - June 30, 1986

<b>Beginning Balance</b>	
January 1, 1986.....	\$ 8,077.50
<b>Receipts.....</b>	<b>\$12,132.23</b>
Accrued Interest	216.75
<i>Ranger</i>	469.50
Dues/Membership	8,608.00
Rdzv./Conference	88.00
Mini-Conference	435.20
Donations:	
Ranger Museum	949.00
Super Raffle	1,360.00
Executive Travel	5.78
<b>Expenses.....</b>	<b>\$13,721.15</b>
<i>Ranger</i>	6,530.00
Dues/Membership	45.00
Rdvv./Conference	452.15
Legal Fees	175.00
Travel	218.00
Mini-Conferences	435.20
Postage	762.48
Supplies/Printing	259.69
Mail Service	80.00
Super Raffle	2,578.43
Ranger Museum	185.20
Executive Secretary	2,000.00
<b>Ending Balance</b>	
June 30, 1986.....	\$ 6,488.58

<b>Life Fund Account</b>	
Beginning Balance 01/86....	\$14,932.42
Deposits	1,875.00
Interest Earned	397.48
Ending Balance 06/86.....	\$17,204.90

We are starting to see returns from the arrangement we've made with Executive Travel. Two checks have come in for small sums, but future travels should make this a steady revenue source. Larry Adams of Executive Travel has been very helpful and is currently working with Dennis Burnett to find a Rendezvous site for 1988. They are currently looking in Utah. Larry is also working with airlines and car rental agencies to see if they are interested in the possibility of sponsoring a breakfast or lunch at the Rendezvous. All members are reminded that the Association profits when you book your trip through Executive Travel.

The insurance program has generated a great deal of interest, and it seems that everyone wants to know more about this offering. Marsh McLennan has indicated that they are willing to have someone from their company attend any regional meeting or national conference to talk with members; if you have such a meeting scheduled or in the works, call me to see if it would be appropriate to have someone attend.

There have been many requests for the toll free numbers which interested persons can employ to get further information on the health insurance program. They are as follows: 1-800-227-4316 (outside of California) and 1-800-652-1844 (inside California).

In keeping with recommendations from last year's board meeting, I am now reporting hours worked and accepting reimbursement for them. The president has approved payment for 356 hours worked in the first two quarters, which worked out to a sum of \$2,136 (at \$6.00 per hour). Payment was requested and authorized for \$1,000 per quarter, or \$2,000.

The following board positions are up for election this year for the terms indicated. The number is unusually high because of the appointment of representatives in two regions to fillout the terms of rangers who transferred out of region. Please recall that the constitution states that "elected members of the board may not serve more than two consecutive terms of two years each in the same office."

- President  
1/87 - 12/88
- Secretary/Treasurer  
1/87 - 12/88
- Alaska Regional Rep  
1/87 - 12/88
- North Atlantic Regional Rep  
1/87 - 12/88
- National Capital Regional Rep  
1/87 - 12/88
- Midwest Regional Rep  
1/87 - 12/88
- Rocky Mountain Regional Rep  
1/87 - 12/88



## Regional Reps Report

### North Atlantic

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

### 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: P.O. Box 19, Oldtown, MD 21555. Phone: (301) 395-5742 (home) and (301) 722-8226 (work).

National Capital and WASO members of the Association held another informal picnic and family get-together at Carderock on the C&O Canal in mid-August. As happened before, a fire call out kept the number of attendees down (45 rangers from NCR were on fires and many of them were members), but a very pleasant evening was had by the score or so who were able to make it. Because of their popularity, current plans are to schedule such gatherings regularly through the year.

Rick has contacted the management of three of seven potential sites for hosting Rendezvous XIII in Washington, D.C., in 1989, and visited two of the locations in July. He has also received and responded to several requests for information on seasonal insurance and on the agenda for the coming Rendezvous in Jackson Hole. He will be meeting with Regional Director Fish prior to the Rendezvous.

Rick regrets the omission of the names of several program contributors from the article on this year's mini-rendezvous at Cacapon State Park: Erin Broadbent, White House/President's Park, and Jim Bennett, Department of Justice, conducted a workshop on special populations; Donald Goldbloom, Council Delegate of the Sierra Club's Potomac Chapter, moderated the panel discussion on volunteerism.

### Southeast

Representative Jan Hill, Everglades. Address: P.O. Box 279, Homestead, FL 33030. Phone: (818) 695-2841 (home) and (304) 253-2241 ext. 181 or 183 (work).

Jan recently sent out a letter and questionnaire to all members in the Southeast region which included information on Association goals and the seasonal insurance program, questions about a regional mini-rendezvous, and a solicitation for member concerns which they'd like to see

addressed. She thanks those members who have answered the letter and encourages all others to get their comments to her before the Rendezvous. She will consolidate all the information received and go over it with regional members at Jackson Hole.

Enough interest has been generated to allow the establishment of park representatives in many of the parks in the region. Jill thanks those who volunteered and seeks candidates in other parks, as such a system of representatives will greatly help in dissemination of information to members.

She is working with Lorrie Sprague, Everglades, on a dual career, working couples directory. Please see the article under "Work Groups" for further information. An informal evening get-together will be held at the Rendezvous to further discuss this project.

Jill is looking forward to seeing as many Southeast regional members as possible at Jackson Hole.

### Midwest

Representative Tom Cherry, Cuyahoga. Address: 731 West Boston Mills Road, Peninsula, OH 44264. Phone: (216) 653-3116 (home) and (216) 650-4414 ext. 232 (work).

Tom reports that the availability of health insurance for seasonals "has brought people out of the woodwork" and that they're "actually calling and writing their regional representative." For whatever the reason, he's glad to have had the opportunity to communicate with each of the people who've contacted him.

Even though Tom was one of the few dissenting votes on the issue of the "Ranger of the Year" award, he was selected by the Western Vice President to be on the screening committee to review this year's nominees. He says that he's now convinced that his dissenting vote was correct, and plans to bring a motion before the board to have the award eliminated. Tom feels that the Association should be "about and for the people in the profession we profess to believe in" and that "we have far better things to do than sit around and pat each other on the back and give out an award based on a one page nomination."

If you disagree with Tom on this or any other issue, he points out that you'll have the opportunity to replace him since he is up for reelection this fall. Although he is eligible for another term, he'd like Midwest members to seriously think about who they want to have representing them.

Tom's still getting inquiries from people as to where and how they can get the NPS arrowhead counted cross-stitch pattern that was so much admired at the last Rendezvous. You can get the pattern by sending a dollar and a stamped, self-

addressed envelope to Bill or Linda Lutz, 210 Franklin Street, Porter, Indiana 46304.

### Rocky Mountain

Representative Paul Broyles, Wind Cave. Address: Wind Cave National Park, Hot Springs, SD 57747. Phone: (605) 745-6413 (home) and (605) 745-4600 (work).

Paul reports that he's "been confabbing with half the region" on a variety of topics, particularly the Rendezvous. He's kept members posted on developments there through communications with Dale and Bobbie Antonich, the Rendezvous X coordinators.

Paul makes a "special appeal" to his regional constituency to make their concerns and wishes known to him so that they can be discussed in the Rocky Mountain regional caucus at the Rendezvous. Without member input, he'll have to vote his conscience, "which might not be exactly what the majority wants." He'd particularly like to hear from park reps so that an agenda can be built for the caucus, and suggests that members look through the last few issues of this magazine to refresh their memories on current issues — particularly the five brought up at the last Rendezvous.

He also asks that regional members make a concerted effort to come up with potential donors or contributors to the ranger museum. Jim Tuck has only a few suggestions in hand, and needs many more. Call Jim or Paul with any and all ideas.

The same applies to entries into the photo contest. The competition is wide open, so if you have good quality black and white photos that meet the criteria noted in the article under "Association Notes" in this issue, send them in. Yours could very well be the one selected.

Paul has lined up about a dozen people to serve as greeters at the Rendezvous, but would like to hear from you if you'd still like to assist.

### Southwest

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

Cliff met with Keith Miller, the associate director for operations in Southwest, to discuss current regional issues which the Association might be able to help out on. Their discussion focused primarily on ways to keep rangers involved in resource management and insure that new rangers have adequate academic preparation to carry out resource management responsibilities, and the need to identify and develop GS-7 and 9 rangers for near future mid-level management. They agreed that there is little pressure on higher

level managers to develop "successors" and that fiscal realities lead to reluctance by superintendents to support developmental assignments and details. No immediate solutions came to mind, but the door was opened for future discussions in this area.

Cliff also wrote the region's personnel officer with some suggestions concerning regional standardization of PD's for GS 2 through 7 rangers (both permanent and seasonal), with the intent of strengthening emphases on natural resource management and interpretive job activities.

He, too, reports receiving and responding to numerous requests for health insurance information.

## West

Representative Bill Blake, Yosemite. Address: P.O. Box 683, Yosemite, CA 95389. Phone: (209) 372-4461 ext. 314 (work) and (209) 372-4807 (home).

Bill has written extensively on 025 grading in the "Letters" section of this issue of *Ranger*.

## Pacific Northwest

Representative Dave Lattimore, Olympic. Address: Quinault Ranger Station, Route 2, Box 76, Amanda Park, WA 98526. Phone: (206) 288-2444 (work and home).

## 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).

## Work Group Reports 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).

One important document which must be approved as part of the Ranger Museum development is the Yellowstone National Park Interpretive Prospectus (IP). The IP will contain broad themes and goals for the park and more specifically for the museum itself. From these themes and goals, specific objectives will be developed to guide the exhibit design. The following themes and goals for the museum have been sent to Harpers Ferry Center for addition to the IP.

Note that there are two sets of themes and goals — one for the project and one for the museum itself:

### Themes and Goals for Project Accomplishment

#### Theme

The Association of National Park Rangers is an organization established" . . . to communicate . . . about park rangers; to promote and enhance the park ranger profession and its spirit."

#### Goals

Assure that the National Park Ranger Museum is a credit to the profession and the Service and is a demonstration of the purpose of ANPR.

Provide funding coordinated by ANPR from non-government sources so that no development or construction costs are from government funds.

Follow NPS guidelines, standards and review processes for planning, development and construction.

Work under the terms of the Memorandum of Agreement between the NPS and ANPR.

### Themes and Goals for the National Park Ranger Museum

#### Themes

The National Park Ranger is the link between the National Park System and the park visitor. National Park Rangers have long been the symbol of professionalism of all National Park Service employees.

National Park Rangers are skilled and trained professionals who often work long and odd hours in order to provide a multitude of visitor services and meet the variety of park protection needs.

The National Park Ranger is the most visible NPS employee; however, all NPS employees work together to provide protection to the parks and service to the visitors.

The U.S. Army set many of the standards and policies for present-day resource protection activities and ranger duties.

At Yellowstone and other national parks, many of the policies and practices underlying the way parks are operated began their evolution; National Park Rangers are one example of this genesis. Many rangers, guided by the ideas of Horace Albright and Stephen Mather, learned the job there and spread those ideas throughout the System. Since then, generations of park visitors have found helpful and knowledgeable rangers at parks throughout the System.

The history of the development of park ranger skills, uniforms and accouterments parallels the development of the National Park System, the evolution of park visitor needs and activities, and changes in resource management requirements.

#### Goals

Instill in park visitors a sense of "pride of ownership" of the units of the National Park System.

Describe National Park Ranger duties, training and background in the variety of park types.

Present the variety of people and jobs required for NPS areas to effectively function.

Interpret the Army's role in early national park administration and protection.

Pay tribute to a few of the early important characters involved in the System, but avoid development of a "hall of heroes."

Provide an appropriate and professional means to communicate the development of the National Park Ranger profession to those who serve.

## Dual Careers/ Working Couples

Co-leader Lorrie Sprague, Everglades. Address: P.O. Box 279, Homestead, FL 33030. Phone: (305) 245-1386 (work) and (305) 247-2146 (home).

Co-leader Jill Hill, Everglades. Address: P.O. Box 279, Homestead, FL 33030. Phone: (304) 253-2241 ext. 181 (work) and (813) 695-2841 (home).

Although not an officially established work group, enough interest has arisen in this area to warrant the creation of an informal group to undertake several projects.

A group of couples from South Florida parks met recently to discuss concerns of working couples. The group decided to compile a Servicewide directory of positions currently occupied by dual career couples, with the objective of creating a network for informational exchanges between folks with similar interests.

A fill-out-and-mail-back handout has been mailed to a few couples in each region, which will be the nucleus for a

directory which will be handed out at Rendezvous X. This directory is intended to list couples in any working combination, whether it be permanent/seasonal, permanent/permanent, Park Service/private sector, or Park Service/job seeker.

Any couple who'd like to participate can contact one of the work group leaders or attend an informal evening workshop which will be held at the Rendezvous in Jackson Hole. If enough interest is generated, current plans are to release a second directory in the spring, then annually thereafter. There will be a charge for inclusion in the directory, but this charge will be kept as low as possible.

**Association Notes continued**

So far, a total of 124 members have sold (or bought) all of these tickets. This means that a lot of you have not followed up on this important opportunity to support the Association and its programs. The challenge is out to all to increase ANPR's revenues through raffle ticket sales — including members of the board and key committee chairpersons, less than half of whom have turned in their sold tickets.

In the letter that accompanied the tickets that were sent to you, you were asked to send in sold tickets no later than September 1st. That deadline has been extended: sold tickets must now be mailed to P.O. Box 118, Gatlinburg, TN 37738, in-time to arrive there *no later than October 10th*. Tickets sold after that may be brought or sent with someone to the Rendezvous, and tickets may also be sold at Jackson Hole if you really think you can find someone there who doesn't already have enough. Just make certain that any tickets you sell get into the drawing box by October 23rd, the day the drawing will be held.

If you've put aside those tickets with the intention of waiting until "later" to sell them, be aware that "later" has arrived. Take a bit of time and get out there and sell them — or buy them yourself — and get your money and stubs in.

More tickets are available from the above address in Gatlinburg. A complete computer printout of tickets sold and funds collected will be available at the Rendezvous.

Bill Wade  
Harpers Ferry

**Rangers continued**

We cannot all observe an eagle soar through a Snake River Canyon or feel the fine sand of a Cape Cod beach under our feet, but we can nonetheless take pride in our job through even the simple act of picking up a beer bottle thrown by a careless visitor. The park where we are assigned is, after all, our little piece of America. We also want the respect of other law enforcement agencies with whom we have contact, and for that reason we break our butts to back them up on vehicle stops and arrests when we are requested or observe their need of assistance during our regular patrols.

It is sometimes difficult and stressful to find the time to keep up with yearly training and certification requirements, but we realize that the extra bit of practice spent with CPR or First Aid could save a life, so the effort is well worth the output. Equally important is updated legal knowledge and proficiency with one's tools of the trade, which prevent unnecessary and careless injury when used properly.

We are not in this business for the money; we are here because we want to be, and because we feel that we can and do make a difference with respect to the protection of our visitors and natural resources, so that all who choose can now and in the future feel free and be able to enjoy the beauty of our parks throughout the

entire nation, God willing. This is a Ranger's job and what it is all about.

Terry McDaniel  
Valley Forge

**Isolation continued**

Managers can improve the quality and quantity of amenities present for resident rangers, improve communications and increase opportunities for off-site interaction with people and ideas. Managers can also provide accurate information about the site to prospective rangers, clarify the duration of the isolated assignment and develop an understanding of the dynamics of social interaction in isolated locations.

With a little insight and some creative management, the difficulties of life in isolated locations can be mitigated, and the happiness and performance of rangers can be significantly improved.



The Association is again offering a number of commemorative items for sale. The following are currently available: EMS patches (\$2.00), ANPR patches (\$2.00), ANPR decals (\$1.25), EMS decals (\$1.75), coffee mugs (\$5.00), beer steins (\$6.50),

shirts in small, medium, large and extra large (\$12.00), and a limited number of EMS hats (\$7.00).

All items are post paid. Checks should be made out to ANPR and sent to Kurt Topham, Box 239, West Branch, IA 52358.

**Letters continued**

sonable amount of time. Now it is time for action. Is the Service really serious about comparability for rangers? Based upon the performance to date the answer has to be no. The time for studies is over. Let's get NPS generalist ranger grades up to where they ought to be and let's do it now!

**Chronology of Known GS-025 Studies, Task Forces, Etc.**

- 1978 - ANPR's Position Paper on GS-026/026
- 1978 - OPM starts 025/026 Standards Study
- 1979 - NPS issues Park Management Study and Discussion Questionnaire
- 1980 - NPS Issues Park Management Study and Discussion Follow-up
- 1981 - OPM issues draft GS-025 Classification and Qualification Standards
- 1982 - NPS forms Field GS-025 Task Force
- 1983 - NPS issues Field Task Force Report for study and input
- 1984 - NPS forms Field GS-026 Teams
- 1986 - NPS forms GS-025 Comparability Task Force
- 1986 - NPS issues Investigative Questionnaire

Bill Blake  
Western Region Representative, ANPR  
Yosemite

**Editor:**

Apathy (Summer issue, "Editor's Notes") is not likely a problem for NPS rangers, or the reason for lack of responses to the request for ranger definitions. Fear might be.

In my own case, the summer issue deadline for submissions was too soon to get a letter out from my backcountry station. Fear for me wasn't for a career (though it might be for others) as I'm "just a seasonal", but rather that the wrong wording might be misunderstood. The warning against "polemics and diatribes against the system" was fair enough, but parallels with the Chinese cultural revolution are too obvious for pro-grizzly rangers to ignore. The pun is intended to jar memories of those old enough to remember ANPR's predecessor, PRO (Park Ranger's Organization), and the sad fact that it is (or was?) possible to be too bold in defending the parks.

How long it will be until rangers are not afraid to talk openly about such things, will, I think, be a good measure of how far we've come toward actually reestablishing a National Park Service where rangers are encouraged to range again.

Eric Burr  
North Cascades

**Washington continued**

quickly at the Grand Canyon which would not allow any flights below the rim.

In late July, the House passed legislation expanding Big Cypress by 135,000 acres. Thus far, no hearings have been held in the Senate. Legislation to create a 45,000 acre Great Basin National Park was expected to pass the Senate in September; the House passed legislation in April which would create a park of 129,000 acres with an adjacent 45,000 acre national preserve. Congressional reports were prepared by Bill Lienisch of the National Parks and Conservation Association; the remainder were prepared by the editor.

**Family continued**

- Hobbs, Laura - from secretary, Prince William Forest Park, to resignation.
- Hoff, Bob - from park ranger, LBJ, to supervisory park ranger, Carlsbad.
- Hubbell, Sarah - from park ranger, Minute Man, to Parker River Wildlife Refuge, U.S. Fish and Wildlife Service.
- Kibler, John - from park ranger, Delaware Water Gap, to U.S. Army, helicopters.
- Lee, Tommie - from supervisory park ranger, Pinnacles, to same, Wupatki.
- Mangimeli, John - from park ranger, Mound City Group, to same, Casa Grande.
- Nielson, Carl - from seasonal park ranger, Coulee Dam, to park ranger, Chattahoochee River.
- Pieruccioni, Gary - from park ranger, C&O Canal, to resignation.
- Ring, Dick - from superintendent, Gates of the Arctic, to assistant superintendent, Delaware Water Gap.
- Rudolph, Roger - from chief ranger, Zion, to same, Yosemite.
- Sheldon, Craig - from lead park ranger, Grand Portage, to park ranger, Fort Necessity.
- Storey, Kristie - from park ranger, Harpers Ferry, to resignation.
- Taylor, Thomas - from biologist, Indiana Dunes, to resource management specialist, Chickasaw.
- Tranel, Jane - from seasonal park ranger, Andersonville, to same, Gulf Islands.
- Tranel, Michael - from park ranger, Ocmulgee, to same, Gulf Islands.
- Vecera, David - from seasonal ranger, Amistad, to park ranger, Jefferson National Expansion.
- Watson, Kim - from park ranger, Pictured Rocks, to same, Carlsbad.

**Association of National Park Rangers**

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