

RANGER

The Journal of the Association of National Park Rangers

Vol. 1, No. 3 Summer, 1985



Interpreting War and Peace
in the Parks

Editor's Notes

Over the past year, not a few people have suggested that this publication has become a bit heavy and stuffy through its continuing focus on the serious concerns of today's Park Service. "Whatever happened to humor and levity?" they asked.

A quick review of the feature stories of several recent issues (including this one) confirmed the accuracy of their observations. All the topics discussed in these articles warranted serious treatment, but, in truth, there was little lightness to balance things out.

While sitting around trying to think of a way or ways to resolve this problem, the phone rang — serendipitously, as it turned out, for it was Keith Hoofnagle on the line. Those of you who've been around for a while remember Keith's cartoons on the back page of the late *In Touch* as one of the chief attractions of that publication. Would *Ranger* be interested in publishing similar panels in the future issue?

The answer to that question can be found on page 14. After fishing around a bit for a good subject, Keith hit on the idea of using the season as the theme for his drawings, and agreed to do a page for each quarterly issue of the journal.

We hope you like his work. If you have ideas for subjects for future issues, Keith would be interest in hearing from you. He can be reached at 513 E. 25th Avenue #3, Anchorage, AK 99503, (907) 274-0061.

Any other suggestions for lightening these sometimes dark and dense pages?

Letters

Editor:

I'd like to take issue with Jack de Golia's point of view that Park Service rangers become a "corps of specialists". It seems to me de Golia's main premise is that rangers should get paid more. I agree, but becoming specialists is the wrong approach.

Why jump on the bandwagon of specialists and "play OPM's game"? The National Park Service has a tradition of being one of the most respected agencies of the federal government in the eyes of the public, and I feel the generalist philosophy has a lot to do with this judgement. What's going to be the reaction when a park visitor seeking backcountry information contacts a ranger, with the name tag title of "Law Enforcement Agent" under her name, and is told to seek an answer from the Visitor Information Specialist? Or would the assistance come from a (GS-11?) Backcountry Information Specialist?

Some degree of specialization is required in large parks such as Yellowstone, or in areas with special problems, but what of the many park areas that have only a few employees on their staffs? They lack the resources for specialization. Being a "jack-of-all-trades" is necessary in many park areas. A generalist is often more marketable, more practical, more mobile, a better communicator, and less likely to have a specialized ego.

I like Edward Abbey's definition of a

ranger in *Desert Solitaire*. A ranger should "know how to saddle a horse, read a topographical map, follow a trail over sliprock, memorize landmarks, build a fire in rain, treat snakebite, rappel down a cliff, glissade down a glacier, read a compass, find water under sand, load a burro, splint a broken bone, bury a body, patch a rubber boat, portage a waterfall, survive a blizzard, avoid lightning, cook a porcupine, comfort a girl during a thunderstorm, predict the weather, dodge a falling rock, climb out of a box canyon, [and] pour piss out of a boot." Can an Audio-visual Specialist do such tasks?

Note: After letting a cohort read this letter, he suggested to me that a generalist is a specialist! He also brought up another interesting point: there are many generalist rangers with good law enforcement abilities, but not all law enforcement specialists (i.e., other agencies) would make good rangers.

Carl A. Nielson
Coulee Dam

Editor:

I read the report of board meetings in the winter issue of *Ranger* with great interest. Though lengthy, it was so well written, so concise, so understandable that I read it all the way through and was glad I did.

However, to my disappointment, there was no record of authorship. Please give my thanks to the recorder for one of the best written 'minutes' I have ever seen. And how about publishing the writer's name?

Now I'm really curious!

Ramona Hussey
Honolulu, Hawaii

Most unsigned articles are written by the editor, as was the case with the board report. Thanks for the kind words.

Editor:

I recently discovered something that I think is not widely known and that might be of considerable interest to anyone who is actively applying on vacancy announcements.

After the vacancy is filled (and you didn't get it), you can make a Freedom of Information Act request to get a copy of the register of eligibles that the park used to fill the vacancy.

I recently did this through the Rocky Mountain Regional Office to get a list for a vacancy from Canyonlands. Apparently it was the first time such a request had been made. They had to buck it up to WASO for permission, but I did get the cert after someone finally made a decision.

This has obvious advantages if you want to see who your competition is, and if you haven't given up on the idea of a

Continued on page 22

ANPR Board of Directors

Officers:

President
Vice President, East
Vice President, West
Secretary/Treasurer
Past President

Maureen Finnerty
Laurie Coughlan
Jim Tuck
Fred Szarka
Dick Martin

Everglades
Gettysburg
Rocky Mountain RO
Minute Man
Wrangell - St. Elias

Regional Representatives:

North Atlantic
Mid-Atlantic
National Capital
Southeast
Midwest
Rocky Mountain
Southwest
West
Pacific Northwest
Alaska

Bill Gibson
Mary Kimmitt
Rick Erisman
Ken Hulick
Tom Cherry
Paul Broyles
Cliff Chetwin
Steve Holder
Gerry Tays
Bryan Swift

Saratoga
Independence
C & O Canal
Southeast RO
Cuyahoga
Wind Cave
Carlsbad
Golden Gate
North Cascades
Denali

Support:

Manager
Marketing
Editor, *Ranger*

Debbie Trout
John Chew
Bill Halainen

Great Smokies
Shenandoah
Minute Man

RANGER

The Journal of the Association of National Park Rangers

Vol. 1, No. 3 Summer 1985

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

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

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

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

Proofreading by Debby Szarka, Boston. Typesetting and layout by Zilka Evans. Printed by Concord Press, PO Box 3338, Saxonville Station, Framingham, MA 01701.

Table of Contents

Editor's Notes	2
Letters	2
President's Message	3
Washington Report	4
All in the Family	5
Features:	
Interpreting War & Peace	6
Resource Management Perspective ..	9
Leaving the Service	10
Hoofnagle	14
Field Reports	15
Association Notes	17
Work Groups	18
Regional Reps Report	19
Tri-Regional Mini-Rendezvous	20

Cover photo: Rangers at Richmond Battlefield dressed as Civil War artillery crew. Photo by Richard Frear.

President's Message

We are all very familiar with the major objectives of our Association — "to communicate for, about and with rangers." Since ANPR's inception in 1977, we have done an increasingly better job in communicating "for and about" rangers, and perhaps not as good a job communicating "with rangers."

You are probably thinking to yourself — "How can she make that absurd statement?" Hasn't the Association through its officers and regional representatives and journal had just the opposite effect? Haven't lines of communication opened up and improved?

Perhaps, but let's take a moment to look at those with whom we're communicating.

Many of us, if we're truly honest, find ourselves talking to a circle of friends and associates. It may be large or small, but it's likely to be comprised of individuals who don't change much from month to month or year to year.

In public forums and in numerous private conversations, the Association has been accused of being cliquish, of relying on those already well-established in ANPR, and of making it difficult for new members to feel part of the group. Those of you who attended Rendezvous VIII in Bar Harbor will remember just such a discussion during one of our business meetings. The criticism, in my view, has some merit.

This situation is due, in part, to the extremely rapid growth of ANPR — from 32 members in 1977 to nearly 1400 today — and, in part, to a lack of awareness and effort by established members to reach out to those who have newly joined or who are not associated with the original core group.

Lest I be accused of casting the first stone, let me assure you that I, too, have been justifiably criticized. A real effort is needed to ensure that the camaraderie enjoyed by many is available to all, particularly in light of the fact that we have made such efforts to broaden and diversify our membership ranks.

In an effort to address this concern, we will be undertaking several initiatives at this year's Rendezvous. Registration forms (there is one in this journal) ask individuals to identify themselves as new members or those attending their first Rendezvous. Name tags will be color-coded to identify board members, new members, and all other attendees, and the colors will be well publicized both before and during registration. I have asked all board members to spend some time at the registration desk, greeting both old and new faces.

On Friday, November first, the board will be hosting a reception for new

members or those attending their first Rendezvous. I have asked Mary Kimmitt, Mid-Atlantic regional representative, to assist in planning and organizing this event.

A further effort needs to be made to reach out to these individuals and enthusiastically welcome them into the organization. This responsibility lies not only with the board, but with each and every member of the Association.

The Rendezvous program being assembled by Walt Dabney is diverse and should appeal to every segment of our broad-based membership. One session in particular should be of real interest to old and new members alike. Rick Smith will be chairing a workshop on "the members' responsibilities in ANPR." A similar session was held at the tri-regional mini-rendezvous at Shawnee Inn, Pennsylvania, in March, and was deemed successful by all who attended. It should provide an excellent forum in which individuals can express their views and comments on ANPR.

The Association has made great strides in recent years to expand and broaden its membership and now has attracted numerous members from the interpretive, seasonal and management ranks, as well as those in protection. These individuals need to truly feel that they are an important part of ANPR. We all need to make our best effort to make them feel part of the team. I intend to make my best effort — how about you?

Maureen Finnerty
Everglades

A Message to Our Readers Who Are Not Members

Unlike the *Courier*, *Ranger* receives no support from the Service — it is totally funded by members of the Association of National Park Rangers. Over 500 free copies of each edition are sent to all parks and regional offices at the expense of the membership. We're pleased that many non-members take advantage of the work of the Association and are proud of the communications service we provide to the agency as a whole. We invite each of you to consider joining the Association to make our support for the goals of the system even stronger.

Effective with the next issue of *Ranger* (fall 1985), we will be suspending distribution of complementary copies to the parks and regional offices. Those of you interested in receiving that and subsequent editions will find a membership application on the inside back cover of this issue.

Board of Directors

Washington Report

Washington Office

Uniforms

Several new uniform items are or will soon be available, and there are prospects for further additions this fall.

The new items include:

- a waist-length parka (\$77), with a fabric color selected to coordinate with the Class A and B uniforms, badge and name tag reinforcements, and a hood sold separately for greater uniform flexibility (\$18);
- a Goretex overshell (\$105) of the same color, with both badge and name tag reinforcements, side zippers for access to law enforcement equipment, and a separately sold hood (\$22);
- hiking shorts (\$23);
- a ladies' low-heel dress shoe made by Naturalizer (\$34), which replaces the current shoe.

The shorts and shoes are available now, and the overshell and waist-length parka will be ready by the end of July. The current parka will be deleted from the inventory, and will be replaced by a new one with badge and name tag reinforcements this fall.

Samples of the following items are currently being developed, and, if approved, will also be available this fall:

- insulated and uninsulated 100 percent cotton duck cloth overalls;
- an insulated vest;
- Goretex wind/rain pants;
- Goretex gaiters;
- Wellington boots;
- an optional lightweight oxford;
- a 100 percent wool balaclava;
- a black polypropylene turtleneck; and
- dress gloves.

Training

The following is the current listing of certified institutions whose programs are approved for training seasonal law enforcement personnel in the National Park Service, and is presented for your information:

Southwestern Technical College
Western North Carolina
Criminal Justice Training
and Education Center
PO Box 67
Sylva, NC 28779
John Riley, Coordinator
Criminal Justice Training and Education
(704) 586-4091

Santa Rosa Junior College
Seasonal Law Enforcement
Training Program
Northern California Criminal Justice
Training and Education System

7501 Sonoma Highway
Santa Rosa, CA 95405
Bill Orr, Director
(707) 539-5210

Memphis State University
Park Ranger Law Enforcement
Training Program
Memphis, TN 38152
William O. Dwyer, Director
Department of Psychology
(901) 454-2149

Everette Community College
Seasonal Law Enforcement
Training Program
801 Wetmore Avenue
Everette, WA 98201
John E. Connor, Coordinator
(206) 529-7151

Hocking Technical College
Seasonal Law Enforcement
Training Program
Route 1
Nelsonville, OH 45764
Russell Tippit, Program Manager
(614) 753-3591

Slippery Rock University
Seasonal Ranger Training
Eisenberg Building
Slippery Rock, PA 16507
Dr. William Shiner, Program Director
(412) 794-7837 or 7503

Cuyahoga Community College
Seasonal Ranger Training
Western Campus
11000 Pleasant Valley Road
Parma, OH 44130
Stephen R. Dodd, Program Coordinator
(216) 842-6565

Arapahoe Community College
Seasonal Law Enforcement Training
5900 South Santa Fe Drive
Littleton, CO 80120
Donald E. Heller, Program Coordinator
(303) 797-5629

The following institutions are currently being reviewed as possible future sites for seasonal law enforcement training:

Alabama State University
Department of Criminal Justice
Montgomery, AL 36195
Dr. Nicholas Astone
(205) 293-4285

Texas Southern University
Police and Security
3100 Cleburne Avenue
Houston, TX 77004
Fred Stansbury
Assistant to the Vice President
(713) 527-5700

Southeastern Community College
Department of Natural Resources

Whiteville, NC 28472
Al Phillips
(919) 642-7141

Islands Community College
Law Enforcement Certificate Program
PO Box 490
Sitka, AK 99835
Dr. Richard Griffin
Program Coordinator
(907) 747-6653

Vermillion Community College
Law Enforcement/Criminal Justice
1900 E. Camp Street
Ely, MN 55731-1996
Kevin F. Burke, Program Coordinator
(218) 365-3256

Upon successful completion, graduates of these institutions are eligible for employment as seasonal law enforcement rangers.

Any questions regarding the Seasonal Law Enforcement Training Program may be directed to Andrew Hutchison, NPS Agency Representative, Federal Law Enforcement Training Center, Glynco, GA (FTS 230-2246 or (912) 267-2246) or R. Flip Hagood, Chief, Division of Training (FTS 523-5280 or (202) 523-5280).

Judicial

Voyageurs Law Suit

The Department of Interior lost a lawsuit at Voyageurs which was filed by conservationists over the transfer of the thousand-acre Black Bay to the state of Minnesota. About three years ago, over the objection of conservation organizations, Congress granted the Department the authority to make this transfer in order to allow waterfowl hunting. However, in approving the transfer, former Assistant Secretary of the Interior G. Ray Arnett approved a state plan that allowed trapping. District Court Judge Robert Renner ruled that this was illegal since Congress clearly intended that only waterfowl hunting was to be permitted in Black Bay.

Congress

Legislation

More than 15 park-related pieces of legislation have been introduced thus far in this session of Congress. Only a few of them have had hearings. The House Interior Committee has already favorably reported on legislation to establish an American Conservation Corps. Modeled after earlier conservation corps, this legislation is expected to pass the House but its fate in the Senate remains uncertain.

Continued on page 22

All in the Family

Ranger will be reporting 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*, RFD #2, Lincoln, MA 01773.

Adams, Brian - from supervisory park technician, George Washington Memorial Parkway, to same, C&O Canal
Alvarado, Pete - from park aid, Carlsbad Caverns, to Department of Energy, Amarillo, Texas

Armstrong, Bob - from superintendent, Ninety Six, to assistant chief, division of park protection, visitor services and science, Southeast Regional Office

Babos, Lydia - from Yosemite to contract specialist, Carlsbad Caverns

Banta, Diane - from park tech, Jefferson National Expansion, to same, Cuyahoga

Blair, Oakley - from subdistrict ranger, Glacier, to law enforcement specialist, Everglades

Boyd, Maxine - from superintendent, William Howard Taft, to retirement

Brende, Ray - from supervisory park ranger, Homestead, to unit manager, Jean Lafitte

Burgoon, Bob - from supervisory park ranger, Independence, to same, Everglades

Cann, Kevin - from building and utilities foreman, Carlsbad Caverns, to facility manager, same

Canzanelli, Linda - from park manager, Jean Lafitte, to interpretive specialist, Gateway

D'Amico-Hall, Elaine - from chief ranger, C&O Canal, to Northwestern School of Law of Lewis and Clark College

Daum, Robert - from lead park technician, Indiana Dunes, to park ranger, same

Fene, Kim - from chief, branch of resource management and visitor protection, Southeast Regional Office, to chief of interpretation and resource management, Chattahoochee

Foreman, L. Mac - from supervisory park ranger, San Juan Island, to land management specialist, Coulee Dam

Frank, Mitzi - from seasonal lead park technician, Teddy Roosevelt, to park technician, Upper Delaware River

Frye, Steve - from supervisory park ranger, North Cascades, to district ranger, Old Faithful, Yellowstone

Gorman, Jim - from park ranger, Morristown, to supervisory park ranger, Minute Man

Green, Joseph - from park technician, Harpers Ferry, to safety officer, Indiana Dunes

Greene, Will - from supervisory park ranger, Independence, to park ranger, Fredericksburg/Spotsylvania

Hamilton, Chet - from historian, Cuyahoga, to retirement

Hand, Dan - from supervisory park ranger, Jefferson National Expansion, to same, Coulee Dam

Henderson, Eugene - from park technician, Carlsbad Caverns, to same, William Howard Taft

Henry, B. William - from supervisory park ranger, Fort Larned, to park ranger, Jefferson National Expansion

Hiett, Kathy - from park technician, NCP-Central, to same, Wolf Trap Farm

Hooyboer, James - from planning and park analysis, Midwest Regional Office, to chief of visitor services, Fort Larned

Hulick, Ken - from chief of interpretation and resource management, Chattahoochee, to chief, branch of resource management and visitor protection, Southeast Regional Office

James, Kate - from secretary, Gateway, to same, Golden Gate

Jefferson, Christopher - from maintenance worker, George Washington Memorial Parkway, to park technician, same

Kelly, Marta - from park technician, Indiana Dunes, to supervisory park ranger, same

Kelly, Ray - from park technician, George Washington Memorial Parkway, to investigator, Defense Investigative Service

Knuth, Judy - from park technician, Colonial, to same, Cuyahoga

Lea, Chris - from park ranger, Independence, to same, C&O Canal

Lidfors, Kate - from park historian, Apostle Islands, to historian, Alaska Regional Office

Leitle, Larie - from park technician, Wilson's Creek, to retirement

Lynch, Patrick - from park ranger, George Washington Memorial Parkway, to natural resource management trainee, Fire Island

Marek, Marie - from supervisory park ranger, Cuyahoga, to resignation

Martinez-Towers, Norah - from park technician, Padre Island, to same, Golden Gate

May, Larry A. - from assistant superintendent, Indiana Dunes, to deputy superintendent, Gateway

McGill, Sue - from motor vehicle operator, Carlsbad Caverns, to maintenance mechanic foreman, same

Meyer, Michael J. - from park ranger, Lake Mead, to assistant district ranger/law enforcement specialist, Lassen

Monk, Susan - from Midwest Archaeological Center to historian, Apostle Islands

Moore, Jane - from secretary, Golden Gate, to park technician, same

Muller, Dan - from supervisory park ranger, Everglades, to same, George Washington Memorial Parkway

Ohlfs, Jeff - from seasonal, Crater Lake, to USDA Office of Inspector General, San Francisco

Olsen, Einar - from park technician, George Washington Memorial Parkway, to environmental protection specialist, Federal Energy Regulatory Commission

Osborne, Margaret - from management assistant, George Washington Memorial Parkway, to supervisory park technician, C&O Canal

Padilla, Wanda - from park technician, Mesa Verde, to same, Carlsbad Caverns

Parsons, Barbara - from park ranger, Carlsbad Caverns, to resignation

Parsons, Roger - from park technician, Carlsbad Caverns, to administrative assistant, Mount Rainier

Pauley, Janice R. - from park ranger, Independence, to same, Big Bend

Phillips, Gordon - from park technician, Indiana Dunes, to resignation

Piazza, Ken - from park technician, Petrified Forest, to same, Golden Gate

Rayburn, Ella - from park ranger, Petersburg, to historian, William Howard Taft

Smith, Rick - from supervisory park ranger, Golden Gate, to same, Arizona Memorial

Smith, Shirwin - from public information officer, Golden Gate, to resignation

Smith, Steve - to assistant superintendent, Big South Fork

Stalker, Bill - from park technician, Carlsbad, to Montana State, Butte, Montana

Stewart, Barbara - from park tech, Cuyahoga, to "the great unknown job market", Yorktown, Virginia

Tays, Gerry - from district manager, North Cascades, to assistant superintendent, Shenandoah

Thomas, Paul - from park ranger, George Washington Memorial Parkway, to park ranger, Virgin Islands

Thompson, Jimbo - from park technician, Boston, to park ranger, Statue of Liberty/Ellis Island

Van Zoeren, Thomas - from park technician, Saint Croix, to same, Sleeping Bear Dunes

Weber, Sandra - from supervisory park ranger, George Washington Memorial Parkway, to historian, WASO

Weckesser, Wendy - from park technician, Tuzigoot, to same, Golden Gate

Zwetzig, Leo - from supervisory park ranger, Mt. Rushmore, to resignation

Zwetzig, Odette - from administrative officer, Mt. Rushmore, to same, Virgin Islands

Interpreting War and Peace

Gary E. Machlis
University of Idaho

Two of the most important and common topics that rangers in the National Park Service must interpret are those of peace and war.

The Service now manages over 50 war-related sites, one the largest such inventories in the world, and interpreters at these areas communicate to large numbers of visitors — 1.29 million at Gettysburg in 1984 alone.

And, in addition to this historical focus, the issues of peace and war have a larger relevance as two of the most crucial issues of our age. We need only think of the two world wars in this century, the terrifying arms race between the superpowers, and the struggles in Central America, Afghanistan, Lebanon, the Persian Gulf and elsewhere for confirmation of this point of view.

What is the relationship among interpreters, interpretation, and the issues of peace and war? What are interpreters doing in the Service and elsewhere, and what are the implications of their efforts? This paper will examine the bases for interpretation of these issues, some current efforts and trends, and suggest some alternatives for the future.

Overview

War has always been a part of human history, though the scale of such conflict has steadily risen. Norman Cousins has estimated that between 3600 B.C. and the present — 5,600 years — there have only been 292 years of world-wide peace. His guess is that there have been at least 3½ billion war dead, a number equal to approximately 80 percent of the current world population.

War has several impacts beyond the death of soldiers and civilians. These include increased disease, general malnutrition, destruction of habitat, increased pol-

lution, higher prices and demographic change. Yet war also has been shown to enhance national solidarity and community spirit, improve technology, medicine, and some forms of trade, and stimulate social change.

In addition, many nations fight the *bellum justum* or "just war" to protect cherished values — the very underpinnings of a society. In the 1967 Mideast War, Israeli soldiers liberated the Wailing Wall in Old Jerusalem with prayers and thanks to God; similarly, Egyptian soldiers liberated parts of the Sinai in 1973 with cries of "Allah is Great!" and prayers.

How Important Is Interpreting Peace and War?

With the documented history of wars and the immensity of their destruction, most would agree that, given the protection of cherished values, war is bad and peace is good. Why then, should interpreters interpret peace and war to the public?

Interpreting war has several benefits. First, it helps us understand wars origins. At the outbreak of World War I, the ex-chancellor of Germany, Prince Von Bulow, asked his successor, "How did it all happen?" The new exchancellor replied, "Ah, if we only knew." Interpretation can help us know.

Interpreting war also commemorates the sacrifice of those who gave their lives in combat. The major battlefields of the Civil War were preserved largely for this purpose. Foresta, in *America's National Parks and Their Keepers*, writes:

These preserved battlefields carried great emotional and symbolic weight in late 19th century America, commemorating as they did, the deaths and personal sacrifices of the nation's most traumatic military conflict. Veterans from every state returned to them by the thousands for massive reunion encampments on the anniversaries of the battles fought there.

Modern sites, like the Viet Nam Veterans Memorial in Washington, D.C., have similar, dramatic impacts upon visitors, especially veterans.

Interpreting war can help us in preparing for future wars. Originally, many of the battlefield sites now managed by the National Park Service were established by the War Department, and one of their intended uses was for the study of strategy by young officers. Some sites are still used this way, serving a research function not unlike wilderness areas serve in the study of ecosystems.

Finally, interpreting war can help communicate its consequences. The personal horrors of war require interpretation for citizens who have little or no experience of military violence and invasion. A new

generation of Americans, to whom Viet Nam is history and World War II is ancient history, cannot be reminded, for they do not remember. They must be enlightened as to the impacts of war. Effective interpretation, as Freeman Tilden described it, can help the public acknowledge the civilian suffering and sacrifice associated with war.

Interpreting peace also has several benefits. Of principle consequence is that interpreting peace illustrates its possibility. The Rush-Bagot Treaty of 1817, which demilitarized the Great Lakes, has been successful for 167 years, and several Canadian and American communities periodically celebrate its signing. Interpreting peace also illustrates its difficulty, such as the struggles of the League of Nations after World War I. These efforts for peace offer interpretive opportunities — the European home of the League, for example, even now remains unrestored and largely unvisited. And, of course, interpreting peace may remind the public of its value, benefits and pleasures.

It seems clear, therefore, that both peace and war need interpreting, and that such work is of special significance.

What Are Interpreters Doing?

Examples (not all from the national park system) can illustrate the diversity of interpreters' approaches to war and peace. At Auschwitz, the Nazi concentration camp in Poland, the barracks and crematoria are starkly preserved, and photographs are used to communicate what happened there. At the Arizona Memorial, visitors, many of them Japanese, take a short but moving boat trip out to the sunken battleship. At Blaine, Washington, a peace arch commemorates the long, open border between the United States and Canada, yet is mostly visited for its beautiful gardens and picnic areas.

Sometimes visits to such areas can be especially poignant and revealing. The American newspaper columnist Richard Reeves recently visited France's Fort 35/3, a monument to soldiers who fought on both sides of the Maginot line. He wrote:

I stopped, too, at the American cemetery . . . where 6,012 Americans killed in World War I are buried. The cemetery, beautiful in its setting and symmetry as the last resting place of men like Carey and Cohen, receives almost no visitors anymore.

"I wonder why," I said. "You'd think their grandchildren would come now."

"They never had grandchildren," said my wife. "That's what war is about."

Dr. Machlis is a professor at the University of Idaho. He has conducted research related to the national parks for over a decade — studying such topics as family camping, children's interpretation, foreign tourists, backcountry users and employees. From 1981 to 1985, he served as co-editor of the *Journal of Interpretation*. He recently co-edited *On Interpretation: Sociology for Interpreters of Natural and Cultural History*, published by Oregon State University Press, 1984. His next book, dealing with threats to parks around the world, will be published by Westview Press late in 1985.

Other examples reflect different priorities. At Gettysburg, many visitors are attracted to the large electric map, and never visit the actual battlefield. Several years ago, the Air and Space Museum in Washington, D.C., had an interactive exhibit on the then-unfinished cruise missile — wherein the visitor could push a button, send a missile on its way to a target, and presumably walk away supporting the Administration's position on its importance in the country's defense. In Viet Nam, the North Vietnamese quickly developed a war museum in Ho Chi Minh City (formerly Saigon), complete with G.I.'s dog tags, interpretive displays on shooting down American helicopters, and a bean-bag toss where schoolchildren can win candy for hitting Uncle Sam.

And, in some cases interpretation (or the lack of it) reflects the powerful cultural politics of war and peace. Some Park Service areas, such as Fort Laramie and Fort Bowie, served as centers of operation against Native Americans; others reflect direct military engagement, such as Big Hole National Battlefield. Joseph Meeker, in his essay "Red, White and Black in the National Parks", offers this criticism:

Many of the parks specifically glorify the white conquest over Indians or commemorate the white appropriation of Indian lands. Even the few preserved Indian victories are monuments to white dominance, as at Custer Battlefield, where it is shown how the Indians won the battle while losing the war.

At Tulelake, California, site of one of the camps where Japanese-Americans were interred during WWII, there has been in the past little effort to restore and

preserve an unpleasant part of American history. Only recently, Congress requested that the Service study sites related to the War in the Pacific, and, this year, the Manzanar War Relocation Center near Lone Pine, California, was made an historic landmark.

Hence, exceptions exist. Roger Starr of the *New York Times* has written about one such exception:

Nations usually erect battlefield monuments to celebrate glorious victories. It is with no small pride that the visitor discovers a very different and much more credible motive for a national monument near the small Montana town of Wisdom. The government has erected a monument here to acknowledge its own misunderstanding of what settlers really needed. . . . It's a rare thing in the history of the white man's dealings with the red man, this willingness to admit error that is not far from wisdom.

And, of course, there are the many other battlesites, the state and local battle re-creations that are popular tourist attractions, black powder demonstrations, living history programs and so forth.

Four Themes for Interpreting War and Peace

There seem to be four major themes that commonly appear in the interpretation of war.

The first concerns the underlying *causes* of a particular struggle, such as the westward expansion of whites into the Indian territories in the 1800's. The second deals with the *events* of a battle, campaign or war — troop movements, the chronology of combat, and so forth. An example

would be a description of the campaign for Vicksburg during the Civil War. The third theme focuses on the *techniques* of war. These include weaponry, encampments, defensive equipment, and fort architecture, as well as the interpretation of combat conditions, daily life on the home front, and so forth. The fourth examines the wider *impacts* of the confrontation — social, political, economic, and environmental.

The interpretive program at a war-related site may need to be balanced, and deal with causes, events, techniques and impacts, as well as their relationships. To learn about the complex causes of the Civil War without understanding specific battlefield events is an abstraction of minimal interest to the visitor. But a focus on the techniques of war (such as how to fire a cannon) without a complementing interpretation of its impacts can reduce the importance of an historic site visit to an engineering lesson. Balancing interpretive themes may be the best assurance of having a balanced interpretive message.

How are sites in the national park system interpreted? Other than the 1972 *Part One of the National Park System Plan: History*, there is little systematic data. To gain a general overview, the official park brochures for 50 military sites, battlefields and monuments were examined. The brochures vary in age and detail, but give a reasonable indication of the major themes addressed at each site. The following table is based on a careful reading of each brochure:

Distribution of Sites by Brochure Themes

Themes	Number of Sites	%*
Causes	14	28
Events	47	94
Techniques	20	40
Impacts	12	24

*The totals do not add to 100 because many brochures deal with more than one theme.

The table shows that almost all (94 percent) the brochures for war-related sites deal with events, and a large number (40 percent) deal with techniques. Fewer treat causes and impacts as major themes. While brochures certainly do not reflect the full range of interpretive messages offered visitors, the table illustrates how difficult it can be to interpret certain facets of war.

What Are the Consequences of Current Efforts?

First, a deep understanding of patriotic sacrifice can be gained by the visitor at places like Morristown and Valley Forge. As Freeman Tilden tells the visitor in the Colonial National Historic Park brochure, ". . . it is your history." Second,



Fred R. Bell/NPS

A ranger at Richmond Battlefield interprets the events of one of the several Civil War battles commemorated by that park.

the brutality of war can be communicated, sensitively and realistically, as at Andersonville National Historic Site. There are numerous examples throughout the national park system of war being interpreted with such care and thoughtfulness. And, clearly, military events and strategies can be studied with special insight at the actual sites of such battles.

Yet other consequences exist. Warfare can often be romanticized. Bloodless recreations of battles (either performed or displayed) can distort the verity of war and make it difficult for visitors to have a realistic view of history. Emphasis on soldiers and battle scenes often slights the role of home life and women. The manicured and serene environments of most sites disguise the ecological damage that was a consequence of struggles which took place there.

Interpretation can also further the militarization of public life. Interpretation can be used, as in the Air and Space Museum, to alter public opinion regarding the military, warfare, and other peoples (whether this is good or bad is a different issue). In some cases it can glorify conquest and combat. The very effectiveness of some programs may make war intriguing or attractive.

What We Might Do

I have suggested that interpreters are sometimes negligent in the care with which they interpret peace and war. The harder, more difficult issue is *what to do about it*.

Self-reflection is needed on these issues. There are difficulties in interpreting peace; it is often perceived by interpreters as vague, complex, and having little entertainment appeal. Interpretive sites appropriate for interpreting peace (such as Perry's Victory and the International Peace Memorial) are harder to find than those focusing on war. Legal mandates, legislative intent, local politics and a manager's own political views may also make such interpretation hard to establish.

The four themes previously described for interpreting war may also prove useful to the interpretation of peace. The events of peace (say the ending of World War II) can be interpreted along with the techniques of peace (the drawing up of peace treaties, enforcement of conditions and so forth). Similar arguments can be made for the causes and impacts of peace.

There are also difficulties in interpreting war, precisely because it is so emotionally powerful, exciting and politically charged. There continues a tradition of interpreting war from the "great man" or "battle scene" point of view. The techniques of war hold our fascination. Some interpreters have personal, vested interests in interpreting the glory, color and

pageantry of war. Governments and sponsoring agencies, as well as the public, sometimes have strong opinions and may control the treatment of historic sites by interpreters.

Hence, interpreters must seriously reflect on what they intend to accomplish when they interpret war or peace. As a profession, the dilemmas of enlightening the public without romanticizing the subject should be addressed. We can expect some controversy as this is done.

What else might we do? There is a good deal of scholarly literature on peace and war, and this literature can help interpreters put their site-specific efforts in a broader context.

The classic study of war is Quincy Wright's 1942 *A Study of War*. It contains detailed statistics and outlines of historical, economic, social and political approaches to understanding how and why war occurs.

A more modern volume is Beer's 1979 *Peace Against War: The Ecology of International Violence*. An introductory text



George Price

Revolutionary War reenactor at Morristown

on many college campuses, it takes the approach that international violence can best be understood by a systematic study of its causes, similar to the way epidemiologists study disease. It is balanced, full of facts and figures, deal extensively with peace and peace treaties, and has an exhaustive bibliography.

A third recommendation is Fred Cottrell's unique essay "Men Cry Peace." Cottrell outlines a science of peace, and suggests its value to modern societies. Park libraries may want to purchase or borrow these books, and interpreters ought to read them carefully.

Interpreters need to openly discuss and debate the issue of how to interpret peace and war. Perhaps a national conference or regional meetings on these themes would help to sensitize interpreters and air the wide range of opinions, some strongly held on interpreting war and peace. The National Park Service (or its interpreters) should help organize such efforts by vir-

tue of its leadership in managing military sites. Training programs at the university and agency level could include material on the topic.

Some research may be needed. For example, studies of interpretation's impact upon environmental values are common, yet we know surprisingly little about the impact of historical interpretation upon visitor's values and attitudes toward war. What if it can be found that a visit to a battlefield changes a visitor's attitude toward war, one way or another? What if the interpretation had no impact at all? Either finding has implications for interpreting war and peace. Interpreters can encourage such studies by cooperating with local and regional universities, whose graduate students continually search for important topics for their thesis work.

Conclusion

John F. Kennedy's 1963 summer speech at American University is largely ignored now in this era of Cold War rhetoric and military build-up. His speech called for an American Academy of Peace, where young Americans could study the skills of peacemaking. He said:

I realize that the pursuit of peace is not as dramatic as the pursuit of war, and frequently the words of the pursuer fall on deaf ears. But we have no more urgent task.

In this hopeful yet dangerous age, Kennedy's plea underscores the need for interpreters to reconsider how they interpret peace and war.

Bibliography

- Beer, Francis A. 1981. *Peace against war: The ecology of international violence*. San Francisco: W.H. Freeman Co.
- Cottrell, William. F. 1972. "Men cry peace," in *Technology, man and progress*, pp. 133-185. Columbus: Charles E. Merrill.
- Foresta, Ronald A. 1984. *America's national parks and their keepers*, Washington, D.C.: Resources for the Future, p. 129.
- Meeker, Joseph W. 1984. "Red, white and black in the national parks." Machlis, Gary E., and Donald R. Field, *On interpretation: Sociology for interpreters of natural and cultural history*, pp. 127-137. Corvallis: Oregon State University Press.
- Reeves, Richard. 1984. "Monuments to the horrors of war." Syndicated editorial in *The Idahoan*, Moscow, Idaho, n.d.
- Starr, Roger. 1983. "Not far from wisdom." Editorial in *New York Times*, August 10, 1983.
- United States Department of Interior, National Park Service. 1972. *Part One of the National Park System Plan: History*. Washington, D.C.: Government Printing Office.

Resource Management Tomorrow: A Perspective

David A. Haskell
Shenandoah

There has been some discussion lately in the Service about "over-specialization" in the ranger profession. This concern, which has been mentioned at least twice in recent issues of *Ranger*, was apparently triggered by the advent of the first natural resource management training program in 1983, and has become even more apparent since the second training session was launched in December 1984. Over the past year, numerous rangers have commented to me that there are fears that their traditional role in resource management will be usurped by these specialists and they will then only be involved in visitor protection operations.

Actually, the specialization issue involves many fields, not just resource management. We have rangers who are law enforcement or visitor protection specialists and others who are mountain rescue or river specialists. It is plain that resource management specialists are not the only specialists in the Service.

In order to best demonstrate how a resource management specialist should fit into an organization, we should examine the ways in which other specialists have been brought into park operations.

Let's take for instance, a staff visitor protection specialist. This person may facilitate, develop, or coordinate the park's visitor protection program and serve as an advisor to the chief ranger or superintendent. The objective is the development of a better and more professional program. The same scenario goes for a staff interpretive specialist, a fire management specialist, and so forth.

The purpose of these positions is to meet the management needs of the park in a more competent and professional manner. In most cases, the positions evolved because of a recognized need for additional expertise that was not available or could not be derived from the existing staff of field "generalist" rangers. These specialists do not go out and do all of the field

Dave Haskell is the resource management specialist at Shenandoah. During his 16-year career in the Service, he has been involved in interpretation, maintenance, historic preservation, visitor protection and resource management, which has "aided him in developing an approach to sound resource management which involves all park divisions."

work themselves, nor do they usually take anything away from anyone. What they hopefully do is add a new level of expertise to the operation that will facilitate the development of a more professional and responsive program.

It is true that some large parks have formed resource management divisions that are separate from the visitor protection/services operations. This may or may not be the most effective way to organize resource management in all large parks. In all cases, the type of organization should be determined by actual need. If there is a demonstrated need for a large and very specialized resource management program, then a separate division may be the best way to assure program quality and continuity. However, if the magnitude of a need is not evident, then it will usually be counter-productive to form such an organization. What works well in one park may not necessarily be the answer for another area.

In a park with moderate resource management needs, a better organization might be to have a staff specialist who works under the superintendent or chief ranger. This person develops and coordinates the resource management program, which, ideally, is then carried out by all park divisions. Small park areas that do not have any severe resource problems may not need their own specialists. The chief ranger, chief of I&RM, or others can be trained to accomplish the needed programs with technical support from their regional office.

Whatever the individual park needs or current organization, one thing is certain — both natural and cultural resources management programs, carried out in a scientific and highly professional manner, are important today and will become critical in the future.

So these new kids on the block, these resource management specialists and the training program of which they are a product, should not be viewed with suspicion or apprehension. If they are properly incorporated into existing park organizations, then the net result should be a heightened awareness of resource issues, a more comprehensive resource management program, and an obvious difference in the field management of park resources.

The small amount of resource management field work done by the generalist ranger in the past should increase. It is a waste of valuable knowledge and often organizational "suicide" to exclude these people from the implementation of resource management projects. In fact, the wise resource management specialist or chief of resource management should enlist the assistance of all park divisions in the carrying out of essential park programs.

The need for a generally expanded Servicewide resource management program is long overdue. There should be no doubt in our minds that if the parks are to survive, the integrity of the resources cannot be sacrificed or jeopardized in favor of more highly visible visitor service programs. It has been and hopefully will continue to be the intent of Congress that the mission of the Park Service is first to preserve and protect and secondly to serve the public. Countless park managers, starting with Stephen P. Mather, have placed their jobs on the line to assure that this guiding philosophy remains unchanged. Let us all hope that managers of this caliber will continue at the helm in the future, for we surely will need their leadership.

Public use needs must of course be considered, and only the most naive would fail to recognize that politics often affect management decisions concerning resource management. There are, however, many voices speaking for visitor use; if park management does not speak with a loud and clear voice for the proper and effective management of resources, then who will?

If I may be so bold, I would like to put in a plug for a cooperative, unified effort among all park divisions to identify resource problems, become involved in formulating the solutions, and implementing needed actions. Whether you be a superintendent, chief ranger, chief of resource management, chief of I&RM, or resource management specialist, it's important to recognize that one person cannot do the job alone. The time is well past due for all park operations to begin taking an active role in the management and protection of the very resources for which the parks were established.

I strongly feel that the Association of National Park Rangers can have a meaningful impact on accomplishing the goals of the Service. I hope the views I have expressed are shared by others. These new resource management trainees will have difficult tasks to perform, and will need everyone's help and support. In return, they must realize that others of us don't just work here, but love the parks, and want to, need to, and insist on being involved in this most important aspect of park management; and that the rest who draw NPS paychecks must be dragged along, kicking and screaming, until they join this effort.

Leaving the Service: An Initial Inquiry into Current Trends

Bill Halainen
Minute Man

No matter where you work in the National Park Service or what social function or training session it is that you're attending, all conversations among employees seem to touch at least once on the issue of morale. And nearly every discussion or morale seems to lead to an exchange similar to the following:

"You heard about Bob, didn't you?"

"No. What happened to him?"

"He finally packed it in and left the Service."

"Yeah? Well, I'm not surprised. Seems all too common a happening these days."

So the conversations go. The talk around this extended family of ours is that the phenomenon of numerous people leaving the agency is unprecedented in both scope and degree.

But is this in fact the case? If there is a trend of some kind, who is it affecting and to what extent? Is the Service suffering in any way? What reasons do people have for moving on? And what has the Park Service lost with their departure?

This article will take an initial and very preliminary look at this problem. It is not meant to be either an exhaustive or a definitive analysis; rather, it is a first look at a problem that is on everyone's minds, but has not yet been documented or discussed in print. It is being written with the intent of bringing the issues involved into better light, thereby giving impetus (if needed) to further discussion and examination.

The original idea was to survey a number of ex-employees and write up the findings, but, as research progressed, it turned out that Andy Hutchison, the Service's representative at the Federal Law Enforcement Training Center, and Bob Byrne, chief ranger at Independence, had undertaken similar investigations of the problem. As the focuses and findings of all three surveys proved to be similar, it was decided to include all three in the general overview which follows.

The Ranger Survey

In March and early April of this year, *Ranger* sent out questionnaires to 56 former employees of the Park Service. No

Bill Halainen is a ranger at Minute Man who has long been concerned about the loss of top quality employees from the Service's ranks.

attempt was made to develop a sampling that would accurately mirror the agency's employee profile, as it proved fairly difficult just to get accurate forwarding addresses. Most of those surveyed, however, had been in the 025 or 026 series, which was somewhat inevitable (though appropriate) because most of the names were supplied by their former colleagues who are presently members of the Association.

As of this writing, 20 usable replies had been returned. The low response (just over one in three) may partly be due to the shakiness of some addresses, or perhaps to some lingering ill-feelings toward the Service. But the questionnaires that did come back made up in *quality* what the survey lacked in *quantity*. Without exception, respondents were extremely open and articulate about their thoughts and feelings.

Although most were willing to be quoted by name, a cover letter with the survey promised anonymity, and anonymous they shall remain. Before examining some of their comments, a brief look at the former employees' Service-related profiles is in order.

Six of the respondents were women; the rest men. Their last reported parks or offices were widely distributed — Mid-Atlantic region led with six, followed by West (five), North Atlantic (three), National Capital and Midwest (two each), and Southeast and Southwest (one each). Cumulatively, the 20 had worked seasonally or permanently in over 40 units of the system, including every type of site from big western parks to small eastern historical sites.

The table on the next page gives a breakdown of Park Service grades and pay, series, length of employment, training and education, and current pay and positions. A few explanatory comments on them:

- "N/A" means not applicable, and a dash means no information was given;
- the "specialty" column lists the respondents self-described jobs — "VS" is visitor services, "VP" is visitor protection, "I" is interpretation, "RM" is resource management, and "P" is professional;
- "NPS months" includes months as both seasonal and permanent;
- in order to make pay at departure and current pay more comparable, pay at departure is given in 1985 dollars;
- where respondents did not give grade and step, the pay given is the amount appropriate to their time in grade;
- respondents occasionally estimated their training hours, but most actually totalled the hours from their most current SF-171 (respondents

number 1, 3, 5 and 11 also noted the hours of training that they undertook on their own time; those figures — 812, 338, 300 and 200, respectively — are included in their total hours);

- respondents 4, 5, 6, 10, 11, 12 and 13 indicated that they are on career ladders;
- job titles are abbreviated as follows: CI — criminal investigator, SA — special agent, EPS — environmental protection specialist, ORS — outdoor recreation specialist, LES — law enforcement specialist;
- agency abbreviations are as follows: GSA — General Services Administration, DEA — Drug Enforcement Administration, USF&W — US Fish and Wildlife, DIS — Defense Investigative Service, EPA — Environmental Protection Agency, VSP — Vermont State Police.

The reader may draw his or her own conclusions from this brief overview, but there are a few points worth mentioning because of their bearing on subsequent comments.

Most of the respondents had law enforcement as a main job in the Service, and have since gone on to similar, career-ladder positions in other agencies. All but four respondents never advanced beyond GS-6, despite an average of just over 66 months (five years, six months) in the agency. All but one had a degree, and three had Masters. And most had hundreds and hundreds of hours of training.

The degree of training becomes readily apparent when looking at the certifications held by this group of people:

Law enforcement commission . . .	13
Criminal investigator	3
Firearms instructor	3
Breathalyzer operator	3
EMT (includes paramedics)	13
Advanced first aid	3
Standard first aid	1
CPR	15
Advanced first aid instructor	2
CPR instructor	6
Red card (as high as sector boss) .	7
SCUBA	1
Structural fire fighting	2
Defensive driving instructor	1
SAR instructor	1

Respondents were also asked to list awards they had received while in the Service. Six were distinguished graduates in the basic course at FLETC and two of these were also distinguished graduates of the criminal investigator's school. There were eleven recipients of special achievement, merit or incentive awards. One had received a personal letter of commendation from Director Dickenson.

The survey then asked that the former employees answer a number of questions about the Park Service and their reasons for leaving. Space limitations make it im-

possible to do justice to all their answers, which, as noted before, were uniformly thoughtful, articulate and emotional. A representative sampling will instead be given.

The first question asked the respondents why they left the Service, and, as might be imagined, produced the longest responses.

Fully 17 of the 20 polled referred to the lack of career advancement as a primary reason for leaving the agency, and almost all of these also cited the associated problems of low pay and restricted geographic mobility.

One former ranger, who left after almost seven years in the Service as a GS-4 and 5 in protection, said that the decision to depart hinged on the "realization that an insufficient number of positions were available for too many exceptionally qualified people."

"Over the period of years," he continued, "[I had] drained all of my personal monetary resources attempting to maintain my family financially against overwhelming increasing costs of living, with no hope of a future [in the Service]."

His feelings were echoed by most of the respondents who were in lower-graded positions.

"I felt that my chances for promotion and a subsequent increase in material well-being were slim," said another former GS-5 who left after seven years in grade. "A corollary to this was that I felt my chances of rising to a position high enough to affect even immediate local area policy were slim. [I was] unable to live in America's third wealthiest county on a GS-5/3 [salary]."

Several felt that upward mobility would have been better if the Service had taken a more professional attitude toward law enforcement, noting that most other agen-

cies with enforcement authority employ the 1811 investigator series.

"It was evident to me that any upward mobility was severely limited," said one former employee who is now a special agent in Fish and Wildlife, "not only by the [Service's] structure, but also because I chose to believe the resource and visitor were not getting their fair share of protection."

Another spoke of the "fence-sitting attitude of many . . . managers toward effective law enforcement and protection of park resources."

Beyond these career and pay issues, respondents most commonly alluded to discrimination against females in enforcement, lack of appreciation for the skills of field rangers ("I was tired of being treated like a child," said one ranger with a master's and four years in the field), supervisory deviation from Service policies and mission, conflicts with management, and the bureaucratization of the agency.

"[My] career became one solid desk job, with the emphases on justifications, deadlines, CYA, and resolving personal/personnel problems," said one former ranger who was a GS-6 when he left. "I actually came to enjoy my drive to and from the office so that I could at least see the park on a daily basis."

The next question asked if those surveyed regretted leaving the Service, and if so, why. Over half would have preferred to have stayed, and even a majority of those who professed "no regrets" admitted to missing the parks, their dedicated former co-workers, and their former jobs.

"I studied and worked 12 years to become an NPS ranger," said one respondent. "That's all I ever wanted to do.

The *esprit de corps* of the base level (GS-5) rangers got me through most of the bad times. I miss the caliber of the people in the Service."

An attorney, who left because she wanted "a career and a craft" and because political decision-making was rendering her work as a planner "superfluous", said that she had no regrets but that "the Park Service was a very special place" which she remembered "extremely fondly."

"The job that I *loved* doing was being a seasonal ranger," she added, "and nothing else ever came close to that."

"I still miss the Park Service," said another. "I flirt occasionally with returning as a weekend/intermittent ranger, which I may one day do. I miss the uniform, the philosophy, the commitment and my friends and co-workers."

Said a fourth: "I believed in the Service and its mission and believed I was a valuable asset. But I could not afford personally to stay. The Park Service lost a tremendous amount of expertise and experience which they could have retained [had there been] positions into which I could have moved."

The third question asked respondents if they'd ever consider returning to the Service, and, if so, under what conditions.

Sixteen said they'd like to come back if conditions changed; only four answered with an absolute no.

As would be expected, the conditions which would have to be changed were the same ones that most of them listed as reasons for leaving — improved career mobility, better pay, more attention to employee needs, adoption of the 1811 series of law enforcement and so forth.

One GS-11 with 20 years experience who now runs a retail nursery garden center summed up the thoughts of many

Survey Respondent Profile

Respondent	Date Left	Specialty	NPS Months	Grade	Series	Pay	Degree	Hours Training	Grade	Pay	Job/Agency
1	1/85	VP	83	GS-5/3	025	\$15,300	BA	1,290	N/A	N/A	N/A
2	10/84	VS	63	GS-5	026	\$15,300	BA	660	—	—	Ranger, California
3	2/85	VS	74	GS-5/4	026	\$15,800	BA	766	—	\$35/day	Substitute teacher
4	10/84	VP	66	GS-5/3	025	\$15,300	BA	702	GS-7	\$17,800	CI, GSA
5	12/83	VP	26	GS-4	026	\$12,900	BA	468	GS-9	\$27,300	SA, DEA
6	12/80	VP	82	GS-5/4	025	\$15,800	BS (2)	2,100	GS-11	\$28,600	SA, USF&W
7	11/83	I/VP	50	GS-7/1	025	\$17,800	BS	432	N/A	N/A	Homemaker/Mother
8	2/79	VP	46	GS-5	026	\$15,300	BS	1,000	GS-12	\$39,000	SA, USF&W
9	9/83	I	85	GS-7/4	025	\$19,600	BS	780	GS-9	\$21,800	SA, DIS
10	5/84	VP	74	GS-6	025	\$16,600	BS	1,000	GS-7	\$19,000	SA, GSA
11	7/84	VP/RM	64	GS-5/4	025	\$15,800	BS, MS	1,600	GS-7	\$22,300	SA, USF&W
12	3/85	I/VP/RM	44	GS-5/8	026	\$17,700	BA, MPA	216	GS-7	\$19,000	EPS, EPA
13	5/84	VP	108	GS-6/6	026	\$18,700	AA	1,656	GS-6	\$19,000	CI, IRS
14	7/84	VP	57	GS-5/4	025	\$15,800	BA	675	N/A	—	Trooper, VSP
15	3/82	VP	66	GS-5	025	\$15,300	(3 years)	657	N/A	N/A	Homemaker/Mother
16	6/79	I	27	GS-5/3	025	\$15,300	BS	40	GS-9	\$24,000	ORS, USF&W
17	1/84	VP/RM	103	GS-5	025	\$16,300	BS	1,608	GS-7	\$19,000	LES, USF&W
18	7/82	P	51	GS-11	—	\$27,000	BA, MA	20	N/A	\$48,000	Attorney
19	9/83	P	225	GS-11	—	\$32,000	AA, BS	1,000	N/A	—	Owner, Business
20	4/85	VP	75	GS-5/5	026	\$16,300	BA	660	N/A	\$20,500	Ranger, Municipal

when he said that he'd return "when there is a hope [for] a *truer* competitive system and . . . there is a reward for excellent work ethic, record and achievement within a reasonable time [which] more closely matches ones aspirations."

The next question asked people what they now thought of the policies and management of the Service.

The wide diversity of responses made it hard to draw any general conclusions from the surveys, except for one — the respondents generally discriminated between the Service's operational management philosophy, which they applauded, and its personnel management policies, which they decried.

"The law enforcement policies of the Park Service lead the field in land management agencies," said one former ranger, "but personnel management is aimed at the visitor rather than the employee."

"The Service needs to seek fundamental change in personnel management policies to alleviate promotion/mobility problems, perhaps by seeking independent agency status," said another, who is now a special agent for Fish and Wildlife. "The Park Service should not be afraid of specialization; we can specialize and still retain our ranger image."

"The poor morale [among field rangers] has not gotten the attention of management yet," said one respondent; another, now a state trooper, concurred: "The people in control of the Service have lost touch with the other employees (GS-7 and below) and have no idea of what is happening to morale."

"I felt that field people were treated like drones," said a ranger who worked in law enforcement for almost four years. "You were expected to always give a little bit more of yourself on the job, be really dedicated and loyal to the Service, but not be upset when you got little or no recognition for a job well done."

Others felt that many managers were reluctant to make correct but difficult decisions, were short-sighted, or were too wrapped up in politics.

The next-to-last question asked respondents what advice they'd give employees still in the Service regarding their careers.

Comments here were also too diverse to be easily grouped, but one theme did come through clearly — employees need to be realistic and objective about their opportunities.

"Try to look at everything," said a former law enforcement supervisor, "not just the fantasy of being a park ranger, but at all of the things you will do daily and the policies and decisions you must adhere to." The job can be fun and interesting, she added, and concluded that "advancement is possible and the only

way to change management policies is to become part of management."

"Start young and be prepared for disappointments and the inevitable career brick wall that you will hit, whether it be as a GS-5, 7 or 9," said a former patrol supervisor. "Be happy doing what you're doing, and earning what you're earning."

"Try as best you can to draw up a career plan for yourself and aggressively pursue it," said another. "Be willing to put in a few years at a place you don't necessarily like in order to build tenure and credibility. Lobby for yourself!"

"If you're happy with the first job you get, then get good at your job and stay put," adds another. "Don't be greedy because real ranger jobs are fewer and farther between than ever."

Not a few also suggested that rangers unify (possibly through this Association) and push for a career ladder based on training and ability.

And, finally, the respondents were asked for any other general comments they might have. Here are a few of their concluding thoughts:

"My estimate of the intelligence and overall worth of NPS personnel is very high, and I am of course not alone. Other federal agencies can see this, too, which is why you have seen so many people leave in the last year or two. From what I have observed since leaving the Service, the personnel from these other agencies making GS-12 salaries with few responsibilities have no more on the ball than an experienced GS-5 in the Park Service."

"The National Park Service is an agency unique to government. However, it cannot rest on its laurels forever. NPS personnel management is dominated by supply-side theory [but] this ultimately causes 'brain drain', with capable employees . . . seeking better opportunities elsewhere. The Service directorate should be concerned about this problem."

"Until the 'well-there's-a-lot-of-people-standing-in-line-waiting-for-your-job' attitude dies, the Service will continue to highly train personnel for jobs with other agencies. I salute the Park Service for its free and giving spirit, but it doesn't seem to me to be very cost effective."

"[The Service] has an enormous pool of talented, intelligent and idealistic people who love the resource so much they are willing to give their all in exchange for low pay, little recognition and faint hope of advancement. If this personnel pool ever dries up, so to speak, I think the Service will be in big trouble."

The FLETC Graduate Survey

This past winter, Tammi Henderson of Appalachian State University conducted a survey of the disposition of graduates from the basic law enforcement courses given at the Federal Law Enforcement

Training Center in fiscal years 1979 and 1981. A summary of that report appeared in a memo written by agency representative Andy Hutchison this past February.

Henderson discovered some interesting facts in her survey:

- only 60 percent of the 42 GS-5's who completed training in fiscal '79 were promoted over the ensuing five-year period;
- only 52 percent transferred to other park areas;
- 11 of the GS-5's resigned or transferred to another federal agency;
- none of the seven GS-9's trained in 1979 were promoted over the ensuing five years.

"I recognize that these statistics offer a somewhat narrow perspective and are surely open to wide interpretation," said Hutchison, adding that "no data was available on other crucial factors that might be instrumental in upward mobility."

Hutchison nonetheless felt that the survey results warranted further discussion of the problem, and offered "a few personal and somewhat subjective comments" based on seven years of listening to the concerns of over 750 trainees in the basic program and a comparable number in advanced and specialized classes. His comments were divided into five sections ("my five R's") — recruitment, retention, rewards, results and recommendations.

Recruitment. Hutchison observed that an "inordinate number of trainees" are coming in from urban areas, such as Independence, Cuyahoga, Boston and Jefferson National Expansion, and that "a handful of urban areas are responsible for a sizeable proportion of our recruiting program." Over 1982, 1983, and 1984, 61 of 381 basic program participants came from the urban areas, whereas, by contrast, Rocky Mountain and Pacific Northwest regions sent a total of 29 rangers to those classes. He concluded that "there can be little doubt that these urban areas are being utilized as the main access route into the protection field."

Retention. The survey indicated that the highest attrition rate from the Service is at the GS-5 grade. There were 92 GS-5's in the 1979/1981 sample, 20 of whom have since left the Service. While noting that the unresolved 025/026 problem and the Service's grade structure seem to be part of the cause of this turnover, he adds that "surely another reason for the attrition is the attractiveness of other agencies."

While going through FLETC, rangers become familiar with the grade structure and work situations of other agencies, and "a comparison of responsibilities and grades is often an overwhelming enticement."

"Most of our entry level people are still enamored by the ranger mystique," he

says. "They are proud of their status and identity. However, after a few years and the probability of growing family responsibilities and desire for a greater financial status, the mysticism fades to realism. These employees come to the realization that they cannot measure their own career potential by that of their supervisors, who most often entered the Service under a different grade structure and in a different economic era."

Hutchison also cites "major concern" over rental rates ("a primary cause for leaving the Service"), a desire to get into the 1811 criminal investigator series before the age 35 cutoff, and loss of faith in management ability to resolve the 025/026 problem as other major reasons for leaving.

Rewards. "Managers should recognize that the environmental era is over," Hutchison says. "When we speak of rewards we must [therefore] talk in monetary terms. The failure of the Park Service to adequately compensate our employees, whether by salary or retirement benefits, poses a serious threat to our reservoir of talented young employees."

Hutchison points out that "every other land management agency . . . has an established criminal investigator program," though "these agencies have a much lesser degree of both authority and jurisdiction than do commissioned employees of the National Park Service." He also observes that rangers with patrol and enforcement responsibilities should be reclassified into a law enforcement series.

Results. Hutchison predicts further attrition from the ranger ranks due to changes in the Civil Service retirement system which will lead people to agencies exempt from these changes, and the contrast between the "expansion mode" of most federal law enforcement agencies and the "constriction mode" of the Service.

He also feels that seasonal employees in many "traditional parks" will continue to be excluded from permanent status unless they take urban assignments. The urban parks, desiring the best people for the job, will hire them, though they realize that these rangers will move out as soon as possible.

"The present lack of mobility either laterally or vertically will prohibit a typical ranger from getting the well-rounded experience and knowledge essential to a management position," he adds. "In the near future the status of protection personnel may be comparable to that of a maintenance force with employees spending most of their career in a single area."

Recommendations. Hutchison concludes his report with a number of suggestions for further action:

- conduct a survey to determine why there is such a high attrition rate, one which would be "much more in depth" than the Appalachian State study;
- consider "abandoning the age old concept that every ranger is a 'generalist'", as the current reality is that many field rangers are "essentially multi-specialists";
- attempt to improve retirement benefits;
- examine the possibility of adopting a series like Fish and Wildlife's new "refuge law enforcement agent" series, which will cover uniformed employees working in "heavy use areas" (over 50,000 visits per year); and
- employ an outside consultant to look at our entire law enforcement program.

The Independence Memorandum

Chief Ranger Robert Byrne of Independence produced a report in 1984 which analyzed the problem of employee turnover in the protection division of his park.

The division had a total of 26 authorized positions in the 025/026 series at the time, and Byrne began by noting that "since January 1, 1981, we have had 22 vacancies occur in these 26 positions."

The detailed vacancy-by-vacancy analysis which followed examined where each person had gone, what their past positions were, and how many months they'd spent on their jobs.

Of the 22, two had retired, six transferred within the Service, one transferred within the Service but out of 025/026, three left for private industry, and ten transferred to other government agencies.

Based on discussions with ten of the 13 employees who either left the government or the agency, Byrne lists six reasons for departure:

- no viable career ladder;
- little chance for advancement;
- little or no success in transferring to other parks;
- a feeling that many jobs were pre-selected or filled from within a park;
- slow advancement; and
- an inability to continue living on a GS-5 salary in an urban area.

Byrne also made some observations about the subsequent careers of the people who left. All of the rangers who transferred to other agencies had moved into positions with guaranteed promotion potential, with nine out of 10 peaking at GS-12. On the other hand, only one of the six transferring to 025/026 positions within the Service was guaranteed promotion; the other five "deadended" at the GS-5 level.

Byrne concluded that "the cost of this employee turnover is high, not only to the park, but to the Service in general." Some of the impacts of the turnover include:

- a "severely hampered" protection program in the park;
- excessive overtime costs to maintain minimum staffing levels;
- high administrative costs for preparing and processing separation and hiring paperwork;
- the loss of the value of over 150 weeks of training to the Service;
- the "loss of some very qualified people who would have preferred to have remained with the Service";
- decrease in morale of the people who stay in the Service and see their peers or subordinates move up the career ladder in other agencies.

"From my perspective, it seems that this is one problem that the Service needs to address and deal with if at all possible," said Byrne in summation. "The attraction of other government agencies that offer, given satisfactory performance, an automatic progression to the GS-12 journeyman level, with no managerial or supervisory responsibilities, seems to be growing among our younger employees, who find it frustrating to apply and be turned down for job after job within the Service."

Some Conclusions

Based on the findings of these three surveys and the associated comments, it appears that there is, in fact, a serious problem with turnover in the Service, particularly among lower-graded employees in protection, but it remains to be determined whether the problem is truly systemwide or applicable to other professional specialties and grades.

There is sufficient evidence, however, to warrant further study of the problem of employees leaving the Service and the related impact on morale. Any Hutchison's call for a "much more in-depth" analysis of causes and possible cures seems to be an essential first step.

Recognizing the provocative and somewhat controversial nature of the findings reported in this article, *Ranger* also actively solicits responses, comments and recommendations from both members and non-members for publication in the fall issue of this journal. A healthy dialogue on this issue can only help to dispell myths and/or provoke further discussion.

Please submit your thoughts in letter form by August 7 to *Ranger*, RFD 2, Lincoln, MA 01773.

Summer, 1985

WITH THE Rangeroons®
By Keith L. Hooftagle

Seasonals usually start summer with their annual **UNIFORM PARTY**:

Everyone brings their new N.P.S. uniform, they pile them in the middle of the room, and everyone tries them on until they find one that actually **FITS**!



Summer is the time when paperwork piles up because there are better things to do...

HOW CAN YOU EVEN THINK OF GOING ON PATROL AT A TIME LIKE THIS? WHAT ABOUT THE MONTHLY PUBLIC USE REPORT? IS IT DONE? NO-O-O! AND THE HOLIDAY WORK JUSTIFICATIONS... THEY'RE OVERDUE, AND WHERE'S THAT TRAVEL VOUCHER?

SOMETIMES A RANGER HAS GOT TO RANGE

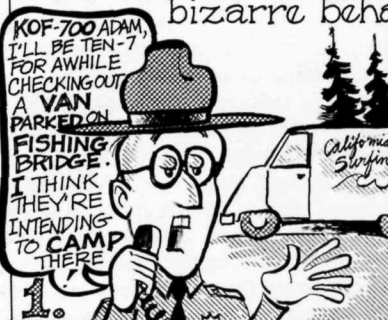
Memos seem more concise in summer:

Memorandum
To: Superintendents
From: Regional Director
Subject: Wearing Seat Belts

If you and your staff don't wear your seat belt we'll STRANGLE you with it!

YOU'LL NOTICE HIS SEAT BELT IS SECURELY FASTENED.

Summer is when new seasonal & permanent rangers become initiated in what to expect in the way of bizarre behavior from some park visitors



OO-O-OH LORDY, LORDY! I DIDN'T KNOW PEOPLE COULD DO SUCH DISTASTEFUL THINGS TO ONE ANOTHER!

700-ADAM, IS THERE ANYTHING IN THE C.F.R. ABOUT "UNNATURAL ACTS"???

HOOFTAGLE

In summer some park visitors have the best intentions and the worst logic.

Sometimes you wish you could tell them exactly what you're thinking! But, of course, you can't.

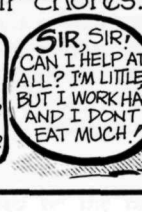
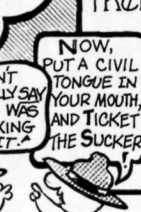
BUT RANGER, MY TANK WAS FULL AND THE DUMP STATION IS 10 MILES OUT OF MY WAY. BESIDES, HUMAN WASTE IS A NATURAL FERTILIZER. WHAT I'M DOING IS HELPING TO BEAUTIFY THE ROADSIDES OF THIS NATIONAL PARK. THAT'S NO CRIME, IS IT?

YOU IGNORANT, LAZY, SELFISH, INCONSIDERATE TWIT!

Of course, then, summer brings the Rangeroons back again to help the Park Rangers with their chores.

NOW, PUT A CIVIL TONGUE IN YOUR MOUTH, AND TICKET THE SUCKER

SIR, SIR, CAN I HELP AT ALL? I'M LITTLE BUT I WORK HARD AND I DON'T EAT MUCH!



Field Reports

Interpretation

The Yellowstone Game

It began as a simple idea from Yellowstone Chief of Interpretation George Robinson. "What about a board game?" he said to Joe Zarki and me. Well, hmmm, what about a board game? Kids and adults play board games, and maybe we could interpret something about Yellowstone through such a game. Maybe we could even make some money for the Yellowstone Library and Museum Association (YLMA).

So Joe and I went back to our niche high atop the Horace M. Albright Visitor Center in Mammoth Hot Springs. For the next few weeks, we became a topic of curious conversation, particularly among the "Sam Brown" and hardhat set. Not that we were doing anything *that* unusual — just sitting on the floor around a big piece of white paper with little hexagons all over it, rolling dice and moving pieces of cardboard around. . . .

That's how the *Yellowstone Game* came to be. The basis of the idea is a solid interpretive principle: Start where the learners are. In this case, since people — lots of people — like to play games, why not take advantage of that interest and teach principles of wildlife ecology?

In the *Yellowstone Game*, each of four players is in charge of a herd of one of the large herbivores found in the park — elk, mule deer, bighorn sheep, and bison. Each player maneuvers his or her herd to its summer range. Along the way, players gather food, bear young, risk injury and storms, and then return to the winter range during the fall. Predators (grizzly bears, mountain lions, coyotes and humans) appear and take prey, but play only a minor role, primarily taking injured animals — except for the poaching human who may cause havoc on a winter range.

Players really have no idea who's "ahead" until winter, the great equalizer in the game and in Yellowstone, comes blasting in. With one roll of the dice, winter settles in either gently or brutally, eliminating a portion of each herd's food supply. After some calculations, players match their available food with what their surviving animals need, let the extra die off, and are awarded points for the animals left. Females are worth the most, young the next most and males the least.

We gave the idea to YLMA; they in turn contacted the Avalon-Hill Game Company, which was instantly enthused about the game. We added a booklet about Yellowstone for the benefit of game players in far-off places, and now, a year and a half later, the game is appearing on toy store shelves. A portion of the sales

receipts from each game goes to the YLMA, and therefore supports interpretation in Yellowstone.

What's next? Well, as part of the upper elementary curriculum Joe and I are writing, we've created another board game, this time about the economics of the fur trade called *Rendezvous!* More on this game and the curriculum, which is called *Expedition: Yellowstone!*, will appear in future issues. Then there's the possibility of a computer version of the Yellowstone Game. And then . . . ?

So the next time you see interpreters on the floor, sitting around paper with hexagons on it, rolling dice and moving pieces of cardboard, remember that there's more than one way for a ranger to do the job. Interpretive rangers are involved in the creative process which often leads to what might appear as "odd" behavior.

In this case, the process bore fruit. We are interpreting Yellowstone National Park nationwide every time somebody pulls the game off a shelf to play it. And we're easing a budget crunch which will probably get nothing but worse.

You can order your very own copy of the *Yellowstone Game* from the Yellowstone Library and Museum Association, PO Box 117, Yellowstone Park, WY 82190.

Jack de Golia
Yellowstone

Protection and Enforcement

Operation Trophy Kill Update

Joel Scrafford, Senior Resident Agent for the U.S. Fish and Wildlife Service in Montana, has written to *Ranger* with an update on Operation Trophy Kill, the successful investigation and apprehension of poachers in and around the Yellowstone area reported in the spring issue. Excerpts from his letter on the background and results of this operation follow:

"The defendants in this portion of the investigation (see the spring issue for the full scope of the operation) were in their mid-30's to early 40's. Virtually all of them had been previously arrested on charges ranging from arson to rape to assault. None had a steady employment record, as they considered steady work outside their 'mountain man' image.

Since the mid-70's, many of the defendants had been involved with Yellowstone Park's law enforcement program. A series of dismissals and token fines from the Park Magistrate encouraged them into more serious violations.

They used the area north of the park to stage raids into the interior of Yellowstone. Toward the end of the investigation, the main defedant (Loren Ellison) was killing bighorn sheep 40 miles inside [the park]. Rangers had reports they were carrying automatic weapons and hand grenades. We found hidden camps complete with camouflage netting to prevent detection from the air.

By 1980, North District Backcountry Ranger Joe Fowler and Law Enforcement Specialist Bob Mihan had developed ex-



Rangers at Yellowstone learning the rules of the park's new board game.

National Park Service

cellent intelligence. This information was discussed with myself and subsequently with the Case Agent, John Gavitt.

Special Agent Gavitt began contacting the defendants in 1982 and, along with other agents, continued to work them until the night of the takedown. Sometimes this would involve a ten-day undercover hunt in the remote wilderness. Agents were carefully checked out by the defendants and told 'if you turn out to be a fed, we will track you down and kill you.'

Throughout the investigation, Fowler and Mihan continued to provide critical intelligence and substantiate illegal activities of the defendants. As the time for the takedown grew near, they assisted me in the planning and logistics of the takedown. The problem of security was apparent — how to bring in 135 officers while we still had agents in with the defendants at the time of the raid.

Mihan enlisted the help of Captain Tom MacDonald in the Rocky Mountain Regional Office to assist with the SET teams. Between the two of them, they devised a 'training session'. It provided a good cover story and kept my agents safe. The raids went well, largely due to the training and professionalism of the rangers involved. All of the defendants were arrested and arraigned without any resistance. It is hard to resist eight officers with automatic weapons when they advise you to come out in five minutes or the tear gas is coming in!

Of the 19 defendants involved, charges against two were dismissed and one ended up in a hung jury. The remaining 16 were convicted. The first trial lasted six and a half days, and Ellison was convicted on seven counts. Chief Federal Judge Battin sentenced him to serve 15 years in prison and be placed on six years active probation when he is released. This is the stiffest penalty ever imposed in the United States for a wildlife violation. Ken Fike's trial lasted four days, and he was sentenced to serve ten years. Hankins got five years; Steinberg and Gibby each received a year; Buttrell [got] three years. Most of the remainder received three year deferred sentences, heavy fines, community services (500 hours the average), and forfeited vehicles, firearms, etc.

Bob Johnson spent three months at Springfield Federal Mental Center and was evaluated as sane to stand trial. On April 19, he changed his plea to guilty and will be sentenced on May 9. The government is recommending five years.

The entire investigation went well from start to finish. It demonstrated that if agencies unify toward a common goal and forget their petty jealousies, positive results will occur. I was very impressed with the change in the individual ranger's attitude toward training and acceptance of law enforcement as an integral part of

their duty (I was a ranger from 1965-1969 and was told I wouldn't go very far because the Service did not recognize the need for law enforcement).

The rangers who participated in Operation Trophy Kill should have a sense of pride in the execution of 18 felony warrants without serious injury or any incident. It is not often that a ranger can say 'my man got fifteen years'. My agents, U.S. Marshalls and Montana Fish, Wildlife and Parks officers were very impressed with the rangers involved. I would be happy to have any one of them on my raid team.

There will undoubtedly be more [such operations] in the future. The national parks are the last stronghold for 'trophy' hunters. Intelligence must be developed before our agents can assist you. There must be a spirit of cooperation with other agencies to hammer the bad guys. Administrators must be educated that they have a problem and a responsibility to solve it."

Artifact Collectors Convicted

A federal magistrate in Virginia sentenced three men to prison terms last February for violating the Archeological Resources Protection Act (ARPA) by removing Civil War artifacts from Richmond National Battlefield Park. The trio also forfeited an estimated \$1100 worth of metal detecting equipment.

In sentencing the three — William Baker and Harold Rice of Richmond and Mark Meginley of Mechanicsville — Magistrate David Lowe said that he considered that their actions were "a major crime . . . a breach of hallowed ground", and not just "a simple case of trespass and petty larceny." He said that the three were guilty of "an intentional attempt to steal a part of history."

All but two weeks of Meginley's and three months of Rice's sentences were suspended; Baker, who was considered the most culpable of the three, was ordered to serve six months of his sentence. Lowe observed that Baker's "obsession for artifacts had become a lust for physical objects" of the Civil War period.

The three were arrested last October. They were observed going into the Cold Harbor unit of the park at 1:30 a.m. by rangers Robert Howard and David Shockley; they alerted Hanover County sheriff's deputies, who joined in the stakeout. Four hours later, as the thieves left the park, they were arrested and charged with the ARPA violations.

Using state-of-the-art metal detectors camouflaged with black tape, the men had unearthed and removed minie balls, grapeshot, a button, an Enfield bayonet and other items.

With the assistance of a sheriff's

department investigator, key physical evidence was gathered that connected the three men and the artifacts to the freshly dug holes (more than 60 were found) in the park's historical earthworks. When confronted with the evidence, which had been analyzed by state forensic examiners, the defendants chose to plead guilty to the charge of violating the Act rather than face a full trial on all of the charges and a potential \$24,000 fine and six years of jail.

"Since the arrest, there has been only one incident of metal detecting in the park," says Chief Ranger Charles Rafkind, "and the two suspects were observed and arrested. This is a significant drop in relic hunting activity, which in the past has numbered a dozen or more incidents per year. This case seems to have gotten the word out about how the government will handle relic hunting and has had a positive effect on the protection of historic resources."

Incidentally, this case marks the first prosecution under the 1979 act of violators apprehended east of the Mississippi. Previously, the law had only been used on federal lands in the west which contained prehistoric Indian artifacts.

Yosemite Slaying

On March 16th, 18-year-old Helle Olsbro of Denmark was slain while hiking on the trail to Mirror Lake. The attack occurred in mid-afternoon on a popular trail; although help arrived within less than a minute, Olsbro's assailant had already disappeared into the woods. Rangers sealed all entrances to the park within half an hour and began a massive search for the murderer, but without luck.

Olsbro was not sexually assaulted or robbed, and no other reason for the assault could be determined by investigating rangers. "There is nothing about her past or her time in this country that would suggest a motive," ranger Mallory Smith told a news service reporter. "We think she was an innocent and unsuspecting victim." Despite a full-scale investigation into the killing by the Service and U.S. Attorney's office, no suspects have yet been found.

The homicide had a considerable impact on park residents and visitors, who now had reason to be concerned for their safety. But some felt it also had larger implications.

"It hurts more than just this community," said Smith. "It was a murder in America's back yard, our national park. If you are not safe hiking among the woods of Yosemite, well, where can you be safe in this country?"

Association Notes

Rendezvous IX at Lake Geneva

Rendezvous IX will be held at the Americana Resort in Lake Geneva, Wisconsin, between November first and fifth this fall. The following is an initial report on events and logistics; a more thorough and detailed article will appear in the fall *Ranger*, which will be out in September.

Access

Lake Geneva is located approximately 50 miles north of O'Hare Field in Chicago, and about 40 miles southwest of Milwaukee. Your best and cheapest flight arrangements will be through O'Hare.

Once you've arrived at the field, you'll be able to get to the resort by rental car or limousine. Group discounts will be available from a major car rental company, possibly Budget. Limousine service will be available from the baggage claim area, and will take you to the front door of the Americana. Similarly, the limo service will pick you up at the end of the Rendezvous and take you directly to your airline at O'Hare. Round trip cost will be about \$25 per person. Specifics on times and cost will appear in the next issue.

Once at the Americana, you will have access to cabs in Lake Geneva, which is a mile away, and a small car rental firm at the resort itself.

And those of you with your own planes can land at an airstrip at the site.

Rooms

The Americana has about 350 rooms, and they have reserved a block of 200 of them for us. Since it is a very popular resort, advance reservations are an absolute necessity. They will hold this block of rooms until October first; after that, reservations will be on a first come, first served basis.

All accommodations are deluxe rooms with two double beds. They will go for \$35 per night for either one or two adults. There's no charge for family members under 18, and a \$10 per night charge for each additional adult. Rollaway beds are available for \$10 per night. These rates will also be good for a few days before and after the Rendezvous; if you're interested, be sure to request this rate.

Camping

There is no camping or parking of recreational vehicles at the resort. The nearest campground is at Big Foot Beach State Park, a half mile south of town. Their season ends just about when the Rendezvous begins, though, so they may not be open. There'll be more information on camping next time.

Raffle Items

All contributors to this year's raffle should send their contributions to Nancy Wizner or Collette Daigle-Berg, c/o Indiana Dunes National Lakeshore, 1100 N. Mineral Springs Road, Porter, IN 46304; (219) 926-7561.

Pre-Registration

Kathy Loux will again be handling registration, and stresses the importance of advance pre-registration. Attendees should send her the pre-registration form that can be found on the inside back cover of this issue *as soon as possible*.

Meals

There are three places where you can get a meal at the resort, ranging from a very nice restaurant to a donut and sandwich shop. Lake Geneva is one mile away, and has everything from a McDonald's and Pizza Hut to home cooking and fine dining. Within ten miles of the Americana there are numerous excellent eating establishments.

Facilities on Site

The Americana has a lot to offer, including the following: two 16-hole golf courses, a Perrier fitness course, trails and roads for running, horse and bike rentals, a trap and skeet range, a complete fitness center with indoor tennis and racquetball courts, universal gym, sauna, steam bath and whirlpool, a miniature golf course, and an indoor heated pool.

Babysitting

Daytime group child care with organized group activities will be available, as well as individual nighttime babysitting. A large list of local babysitters will be provided to members at the Rendezvous. Information on costs will appear in the next issue.

Schedule of Events

Program coordinator Walt Dabney has worked up the following tentative schedule of events:

Thursday, 10/31 - All day board meeting and an evening board dinner

Friday, 11/1 - Morning board meeting; all day check-in and registration; evening social for new members

Saturday, 11/2 - Morning speakers; afternoon business meeting

Sunday, 11/3 - Free time in the morning; afternoon keynote speech by Robin Winks of Yale University on the cultural and historical resources of the Service, followed by a business meeting

Monday, 11/4 - All day workshops; evening fun run

Tuesday, 11/5 - Morning workshops; afternoon business meeting; evening dinner and dance

Dinner and Dance

The dinner and dance will be held at the ski chalet which is on the Americana's grounds. There will be a buffet dinner costing about \$15 per person, and a band will play country-western and Sixties tunes.

Weather

The fall color change will be over by the time the Rendezvous begins. Members should expect fairly mild days and cold nights. There's a chance of snow at this time of year, but nothing extensive.

Volunteers

Volunteer assistance is always needed at Rendezvous, and your help is being solicited. Bill Halainen, the editor of *Ranger*, is seeking a half dozen people to



The Americana Resort in Lake Geneva, site of this year's Rendezvous.

Americana Resort

help report on and write up accounts on workshops, meetings and so forth. Anyone interested should contact him at the journal address. Anyone else should call or write Kurt Topham, Box 239, West Branch, IA 52358; (319) 643-2541 (work) and (319) 643-5594 (home).

Kurt Topham
Herbert Hoover

Honorary Membership

The following is the text of a letter from Maureen Finnerty, the Association's president, to Russ Dickenson, past director of the Park Service:

"It is my great pleasure to inform you that the Board has voted you an honorary member of the Association of National Park Rangers.

You strongly supported our organization during your tenure as Director and always had an open door to discuss mutual interests and concerns. Your willingness to work with the Association was much appreciated.

I hope that you will be able to attend this year's Rendezvous as a new member and spend an enjoyable few days among friends.

I returning your check. Welcome to ANPR!"

Rendezvous X

Those of you who are *really* into long range planning or have to jockey for annual leave each year when the Rendezvous comes around will want to know that the dates for Rendezvous X in Jackson Hole in 1986 have been moved to October 19-25.

Get your leave slips in tomorrow!

Meeting with Director Mott

As *Ranger* went to press, Association President Maureen Finnerty had just been asked to attend the meeting on the Service's future which was called by Director Mott and held in Yellowstone between June fifth and seventh.

All the Service's regional directors and the principal officers of the nation's most prominent resource, environmental and conservation organizations had also been invited. On the agenda was a discussion of Director Mott's twelve-point plan for managing the National Park Service in the years ahead.

Maureen will report in full on this meeting in the fall issue of this publication.

Work Groups

Management Identification and Development

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

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).

Seasonal Interests

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

Co-leader Jennifer Panko, Statue of Liberty. Address: Statue of Liberty National Monument, Liberty Island, NY 10004. Phone: (212) 732-1236 (home) and (718) 351-7800 (work).

Members of the work group continue to work towards establishing a group health insurance plan for seasonals. While some promising leads have surfaced, we need to compile more data to present to insurance company representatives. Please take the time to complete the following questionnaire and distribute copies to other seasonals in your park unit. The greater the response, the more productive our discussions will be with the insurance companies.

The work group appreciates your cooperation and assistance. Please send the completed questionnaire to: Jen Panko, Statue of Liberty NM, Liberty Island, NY 10004.

Housing

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

Rendezvous Raffle

Leader Rick Gale, Santa Monica Mountains. Address: 874 Windingway Drive, Ventura, CA 93001. Phone: (818) 888-3440 (work) and (805) 653-5969 (home).

This work group, whose members are Rick Gale, Fred Szarka, Rob Arnberger, Mary Sargent and Debbie Trout, is looking at alternatives for allocation of raffle funds. Among the possibilities being considered are:

- payment of raffle costs;
- payment of Rendezvous costs not covered by registration and other fees;
- creation of a fund for an annual honorarium and plaque to be given by the Association to the person who contributes most to the ranger profession;
- provision of seed money for a special raffle with a valuable gift open only to the general membership;
- creation of a fund to pay travel costs incurred by the board of directors;
- establishment of a fund to provide emergency money to rangers in need; and
- payment of mini-rendezvous costs.

The work group plans to have a package ready for presentation to the board at the Rendezvous in Lake Geneva this fall. Anyone with comments on the above should contact one of the work group members.

Park(s) _____ GS/WG level _____

Type of appointment (i.e., 180 day, 1 year, etc.) _____

Seeking permanent NPS employment? Yes _____ No _____

Number of seasons with NPS _____

Number of months employed per year per park unit _____

Age _____ Sex _____ Marital status _____ Dependents _____

Current ANPR member? Yes _____ No _____

Are you interested in a group health insurance plan through membership in ANPR? Yes _____ No _____

What do you expect to pay per year for coverage? _____

Your present insurance needs: _____

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).

Mary extends her thanks to Paul Anderson and the crew at Delaware Water Gap for their efforts in making the tri-regional mini-*rendezvous* at Shawnee such a success (See following story for details.)

She also reports that all but two parks in the region now have Association representatives.

National Capital

Representative Rick Erisman, C&O Canal. Address: PO Box 19, Oldtown, MD 21555. Phone: (301) 395-5742 (home) and (301) 722-8226 (work).

Rick, Brian Adams, Ed Drotos, Einar Olsen and Rick Sladick met with Regional Director Jack Fish, Bob Stanton and Lowell Sturgill on February 13th.

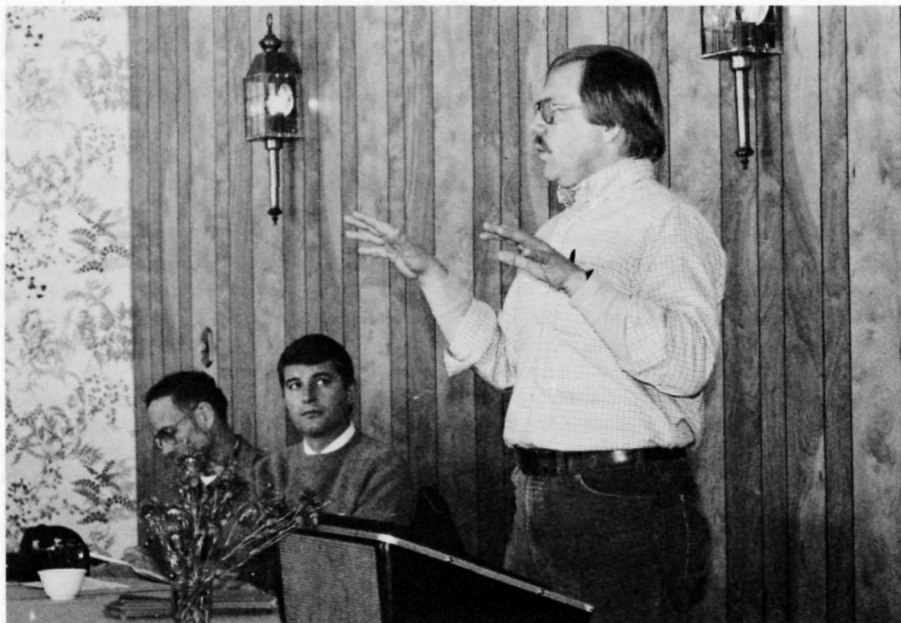
Regional Director Fish said that the Association has the responsibility to become involved in collective decision making and the development of dialogue with management, and added that feedback between his office and ANPR is necessary for the elimination of rumors and the prevention of adverse reactions.

Rick extended his appreciation to Deputy Regional Director Bob Stanton for his participation in the tri-regional *rendezvous* in March. Although quite busy, he was able to attend the afternoon panel discussion and regional caucus, and discussed A-76, operations evaluations, grade bulge reduction, the hiring freeze, A-123 (the elimination of abuse, fraud and waste), the employee survey, the housing task force and the 025/026 survey, which should be out in May or June.

Rick would like members to know that NCR will be sponsoring the third annual tri-regional *rendezvous*, which will be held March 12-14, 1986, at the Coolfont Conference Center in Berkeley Springs, West Virginia. Details will be available in the fall *Ranger* and through mailings. Anyone interested in assisting or with suggestions for program and workshop agendas should contact him.

Southeast

Representative Ker Hulick, Southeast Regional Office. Address: 1700 Old Rex



Jim Tuck

Destry Jarvis of the National Parks & Conversation Association addresses the NPCA/ANPR/E&AA/Parks Arts conference held in Denver in March.

Morrow Road, Morrow, GA 30260. Phone: (404) 394-8324 (work) and (404) 961-5349 (home).

Ken reports that the jointly sponsored, Park Service - Association conference planned for April was cancelled due to insufficient registration of attendees. He would like to know if members want to have a regional *rendezvous*, and, if so, when, where and in what format.

It appears that the hot issue for this summer will be the physical fitness standards as proposed in the draft NPS-9. If you haven't seen them, be sure to do so and join in the spirited discussion on them.

Let Ken know if these are issues you would like to have brought before the regional directorate.

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 he hasn't heard from any Association members desiring to be in-park contacts for ANPR — not that he "actually expected the masses to be pounding at the door", but he did think he'd hear from a few. He adds that "by the time you read this issue of *Ranger*, you might have already received a call volunteering YOU, as promised in the last issue. . . ."

Tom has been in touch with Kurt Topham, and everything is going well for the next *Rendezvous*.

Midwest Regional Director Oldegaard has agreed to meet with Tom on June 21 to discuss Association concerns and acti-

vities. Tom hopes that the meeting will lay the foundation for ANPR/regional level communications, cooperation and support.

He's looking forward to seeing all of you at Lake Geneva the first of November. "Be sure and send or bring your contributions for the raffle," he says, and adds that "Rick Gale says to bring plenty of money for tickets." Start planning to attend now!

Rocky Mountain

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

Paul attended a "mini-mini-*rendezvous*" in Denver on March 31st, which was held in conjunction with a joint meeting of the National Parks and Conservation Association and Park Arts, a Denver Service Center employee organization. NPCA's Destry Jarvis presented his organization's nine-point proposal for a comprehensive national parks system plan for review and discussion. Approximately 50 people attended the one day forum. Following the meeting, several Association members met at Jim and Lea Tuck's for an informal meeting, during which a proposed agenda for *Rendezvous IX* was outlined for program coordinator Walt Dabney.

"While this mini-mini-*rendezvous* was not as well attended as hoped for," Paul says, "the interaction with NPCA was quite informative and productive, as was the ANPR session afterwards."

Paul also sent out a regional mailing

asking members to contribute to the "Field Reports" section of *Ranger*, support the Yellowstone ranger museum and establish a regional call list of members' phone numbers.

Southwest

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

Cliff met with the regional chief of personnel and the regional chief ranger in April to discuss problems of classification and grade structure in 025/026 positions in the region, and went to Santa Fe again in May to meet with the regional director and discuss the same issue.

He attended the National Parks and Conversation Association/Park Arts conference held in Denver in March. About a dozen Association members from Southwest, South, and Rocky Mountain regions also attended. The purpose of the meeting was to discuss the continuing development of NPCA's nine-point proposal for the improved management of the national park system. As noted in the last issue's "Message from the President," the Association has agreed to participate in planning sessions on two of these nine points — staffing and interpretation. Cliff notes that NPCA puts real value on field participation on these points, but that more field people need to send their thoughts and suggestions on the proposals to NPCA (copies of the proposal can be obtained by writing NPCA, 1701 18th Street NW, Washington, D.C. 20009). Destry Jarvis will be addressing the membership on this issue at Lake Geneva.

Cliff adds that a consensus of attendees felt that the plan needs to address some other key issues not presently under consideration. These include:

- external assistance programs to other agencies, countries and organizations and the costs and people involved;
- examination of protection operations along with interpretation and resource management;
- examination of facility rehabilitation and maintenance, since PRIP is on the wane and the agency still needs long-term planning in this area;
- evaluation of the backgrounds and skills future managers will need.

West

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

Steve has requested a computer print-out of Western regional members, and

plans to establish area or park contacts to recruit for ANPR membership and remind past due members of their status.

He asks that regional members contact him with suggestions for practical goals and/or activities they would like to see promoted in the region.

Pacific Northwest

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

As *Ranger* was about to go to press, it was learned that Gerry had been transferred to Shenandoah, where he will be assistant superintendent.

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).

ANPR and Management Efficiency

As we continue with our efforts toward management efficiency in the Service, it's important to note the contributions that we as ANPR members make. Very few of our activities cannot be directly tied to an improved national park system. As a rough idea of what was contributed over 1984, we've put together these figures:

ANPR Newsletter

Cost of publication	\$ 12,000
Donated time of editor (120 hours per issue @ \$15.00 per hour)	7,200
Reimbursement to editor	1,600
Administrative expenses	3,800
Salary to business manager	4,000
Business manager's personal purchase of computer for ANPR records	3,500
President's unreimbursed travel ...	1,500

Ranger Rendezvous VIII

250 people @ approximately \$400.00 each for travel, meals and lodging	100,000
175 people taking annual leave of 40 hours @ approximately \$8.00 per hour	56,000
Board members' expenses (unreimbursed phone calls, postage, etc.)	500

Total rough estimate
for FY84 \$190,100

Jim Tuck
Rocky Mountain RO

Tri-Regional Mini-Rendezvous

From March 13 through March 15, approximately 100 Association members from the North Atlantic, Mid-Atlantic and National Capital regions gathered for a tri-regional rendezvous at Shawnee Village recreational resort, which adjoins Delaware Water Gap in Pennsylvania's Pocono Mountains.

This "mini" rendezvous had something for almost everyone, including Mike Hill's supervisory training program, which ran concurrently with the other sessions. Almost 50 people attended the course, which was well-received, and similar activities are likely candidates for future rendezvous agendas.

From the very start, site coordinator Paul Anderson and regional reps Mary Kimmitt, Bill Gibson and Rick Erisman did an excellent job in carrying through on their preparations. Events moved smoothly from serious to social and back again.

The first session included both a welcome from the host superintendent, Amos Hawkins of Delaware Water Gap, and an ANPR briefing by Laurie Coughlan, the Association's eastern vice-president, who touched on a number of projects and concerns.

She reported that a compendium of past motions and findings is being assembled, and that the National Parks and Conservation Association has enlisted ANPR's help with a Park Service "Master Plan" which they are preparing. Yellowstone, Rocky Mountain region, the Washington office and ANPR have signed a cooperative agreement to help develop the proposed new ranger museum, though there remain some concerns regarding what will be included and how it is to be funded. Seasonal concerns which the Association is working on include group insurance (where progress has been made) and consistent use of the "highly recommended for rehire" designation throughout the Service. Laurie also announced that Russ Dickenson has been awarded an honorary ANPR membership. Fred Szarka, the Association's new secretary, was introduced. A primary concern of his is recruiting initiates for "HOPS" (Homebrewers of the Park Service). And Rick Smith, who heads the work group on housing, reported that Interior has said that any relocation assistance program has to be department wide.

The rendezvous' keynote presentation was a panel presentation by North Atlantic Regional Director Herb Cables, National Capital Deputy Regional Director Bob Stanton, and Mid-Atlantic Regional Director Jim Coleman.

Herb commented on the changing roles

and characteristics of Service managers, who, he said, have become statesmen and fundraisers. He cited the Ellis Island/Statue of Liberty effort, with its fundraising target of over \$300 million. He said that managers need to be flexible and able to compromise without sacrificing true priorities, and suggested that members in the audience also needed to be flexible and that they should look creatively for alternatives when considering career development opportunities. Two of his priorities included greater use of rewards and dealing with "underachievers".

Bob Stanton also commented on change. A simple measure of performance in the past was one's ability to protect the resources and the people from each other. Newer administrative initiatives provide a somewhat different challenge. A review of recent programs and the current status of each was offered, including A-76, devel-

opment of maintenance management systems, and expansion of operations evaluations to regional offices and the Washington office. Two particular Association concerns were touched upon - the employee survey, which should see renewed interest with the appointment of a new director, and the 025/026 saga, on which work continues internally (without OMB's help).

Jim Coleman shared similar perspectives on change, and also discussed the efforts of the management development task force. The performance appraisal process, including the development of strong IDP's, will probably be the key method employed to identify and develop new managers and first-time superintendents. Some candidates may initially be selected for special projects and task forces. These efforts would combine both training and observation or exposure. Jim

advised attendees to consider less obvious training alternatives, to do some things on their own, and, when given the chance, volunteer. He said he values communication and general problem solving at least as highly as traditional technical skills.

Bob Stanton then observed that future system and staffing growth was unlikely. In spite of sometimes increasing demand, people are staying on longer. Individuals may still need to be mobile to take advantage of opportunities and to develop their careers. Crossing regional boundaries, particularly east-west, has not always been easy or popular.

Three concurrent program tracks (in addition to the session on supervisory training) allowed for a number of individual sessions. The following workshops were given:

Training and Career Development
Bill Wade (Mather)

Interpretation
Corky Mayo (GWMP)

Natural Resources Management
Clay Peters (Wilderness Society)

Ranger Activities
Andy Ringgold (WASO)

External Cultural Assistance
Cindi MacLeod (MARO)

ANPR Membership Reponsibilities
Rick Smith (MARO)

Interesting information and advice abounded. Clay Peters urged that the Service be more aggressive. Rick Smith stressed the need for members to be active and involved. Andy Ringgold reviewed a list of work items that implied Dan Sholly has them all "out straight" in the ranger activities office. Bill Wade said that attendees shouldn't look to anyone but themselves, and stressed PMA (positive mental attitude), self-direction, risk-taking behavior and luck (in no particular order) as keys to advancement.

One of the final general sessions was led by Rory Westberg, the Service's budget chief. He presented the normally complex financial picture in an easily understandable fashion. The summary result was hardly exciting (resources projected at flat or slightly declining levels for the immediate future), but the audience appeared to value hearing the "news" so directly.

The rendezvous concluded with an awards session in which winners of the fun run, ski meet and team Trivial Pursuit contest were recognized. A dance followed which was highlighted by two extra hours of music.

All in all, it was a great time. See you all in Lake Geneva for more of the same!

Ed Rizzotto
Mid-Atlantic RO



Rick Erisman

Members gather in front of the Shawnee Inn during a break (above); Mary Kimmitt introduces the mini-rendezvous' keynote speakers (below).



Fred Szarka

Letters continued

possible job trade (despite the cowardly bailout of the ANPR work group), it lets you know who might be in the market for one.

I think it would be worthwhile to let the membership know about this possibility. Letting a little light into an area that has previously been quasi-secret can only be a good thing for employee morale.

Neal Bullington
Fire Island

Editor:

Now that April 15th has come and gone and the IRS is holding my W-2 and money, I ask myself the same old question — could I have deducted more?

Has anyone written a treatise on taxes and the seasonal ranger, examining moving expenses, postage, food orders while on back-country assignments, and so forth? I'm sure such an article would be greatly appreciated.

Thanks for your efforts.

Melanie Neuman
Katmai

Although brief articles on tax deductions available for those in required occupancy or attending a Rendezvous have appeared in these pages, nothing has yet been written on taxes and the seasonal ranger. But your idea is a good one. Any authorities on the subject out there? If so, contact the editor.

Editor:

I would offer the following comments on the article entitled "The Evolution of Enforcement in the Service" by Dwyer and Howell. They did an excellent job for openers. However, as the Legislative Keyman first involved in the effort to gather support data for passage of the General Authorities Act of 1976, I would like to comment on one portion of the article.

The Park Protection Commission/Designation (PPC/D) has no legal origin in the Act or anywhere else for that matter. I have remained in close contact with former NPS employee and former House Interior Committee staffer Cleve Pinnix over the years since passage of the Act, and he concurs that no authority other than the full commission was ever envisioned. Nowhere in the legislative history will you find reference to anything other than a fully qualified, fully professional park ranger performing law enforcement functions. There was a recognition that permanents would be supplemented by seasonals as they are in so many other areas; however, seasonally commissioned rangers would be required to successfully complete a sizeable block of approved training. Some parks over the years have chosen to do away the PPC/D, having in-

itally gone to it perhaps out of sheer necessity. Others have never employed the PPC/D, relying on the fully commissioned rangers to handle the law enforcement responsibilities.

What's the point in all this? Perhaps, like Dwyer and Howell, it is merely to set the record straight for historical purposes. Each time a superintendent or a regional director signs on the dotted line for a PPC/D he or she should be fully cognizant of the responsibilities that attend such a decision.

Gerry Tays
North Cascades

Washington Report continued

Hearings have been held in both the House and Senate to extend the boundary of Petrified Forest and to rename the wilderness at Point Reyes the Phil Burton Wilderness. Several other bills have been introduced including ones to establish a permanent boundary at Acadia and to create a Jimmy Carter NHS in Plains, Georgia, and a Lewis and Clark NHS in Montana.

Appropriations

Congress has begun work on appropriations for the Service. The House Interior Appropriations Subcommittee has marked up the supplemental appropriations for fiscal 1985. The subcommittee stopped a transfer of money that would have halted the construction of the Cumberland Gap tunnel, supported the appropriation of \$8.7 million to cover the 1985 salary increase, and provided funds so that the money transferred out of the Service's land acquisition account into the BLM firefighting accounts could be repaid.

During two days of hearings on the fiscal 1986 budget, Subcommittee Chairman Sidney Yates and other members of the subcommittee found many Park Service programs and projects that needed additional funding. The hearings covered virtually every major program, including maintenance, construction and land acquisition. In hearings in the Senate, Subcommittee Chairman James McClure was very concerned about the effects of proposed cuts on the Service. It's still too early to estimate how the appropriations committees will change the administration's proposed budget, but, based on hearings, it is clear that Congress intends to increase the budget, perhaps substantially.

Judicial and Congressional reports were prepared by Bill Lienisch of the National Parks and Conservation Association.

Classifieds

For \$.40 per word, you can put items up for sale or swap, or run small advertisements. Checks should be made payable to the Association and must be submitted with the ad. Send both to the editor.

NPS approved Seasonal Law Enforcement Ranger Training Academy, 7 week — 300 hour programs starting Oct. 7 through Nov. 22, 1985, and March 17 through May 2, 1986. Weekend Academy Jan. 11 through April 26, 1986. Contact Stephen R. Dodd, Cuyahoga Community College, 11000 Pleasant Valley Road, Parma, OH 44130 or (216) 842-6565 for registration materials.



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

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

**Americana Lake Geneva Resort
Convention Reservation Form**

Reservations for the Association of National Park Rangers Rendezvous, October 31 - November 5

Last name _____ First _____ Initial _____

Address _____

Arrival date _____ Departure Date _____

Accommodations required: Single _____ Double _____ Triple _____ Quad _____

American Express Card Number _____ Expires _____

- To confirm your reservation, a deposit of one night's lodging is required. American Express Cards may be used.
- Check-in time is 3 p.m.; check-out time is 12 noon.
- Cancellations must be received 72 hours prior to arrival date or deposit will be forfeited.

Complete this form and mail it with your check or American Express Card number at the earliest possible date.

Send to: **Americana Lake Geneva Resort, Highway 50 East, Lake Geneva, WI 53147.**

**Association of National Park Rangers
Rendezvous VIII Registration**

Name _____ (please print) Spouse's Name _____

Address _____ Park _____ Name(s) of children who
may be attending with you _____
_____ Zip _____

Registration Fee

Three Day Package

_____ \$22 members \$ _____

_____ \$30 non-members \$ _____

If spouse will accompany you and plans even minimal participation

Spouse Fee

_____ \$11 members \$ _____

_____ \$15 non-members \$ _____

T-Shirts

_____ (quantity) × \$8 (each) = \$ _____

Small _____ Medium _____ Large _____ X-Large _____

(please indicate number of each)

Total \$ _____

☐ Please check if you are attending your first Rendezvous

Make checks payable to **ANPR**

Return to: Kathy Loux, Box 9, Denali NP, AK 99755

Association of National Park Rangers

Important: Please specify ☐ New Membership ☐ Renewal Date: _____

Name (last, first, MI): _____ Title: _____

Box or street: _____ Division: _____

City: _____ State: _____ Zip: _____

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

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

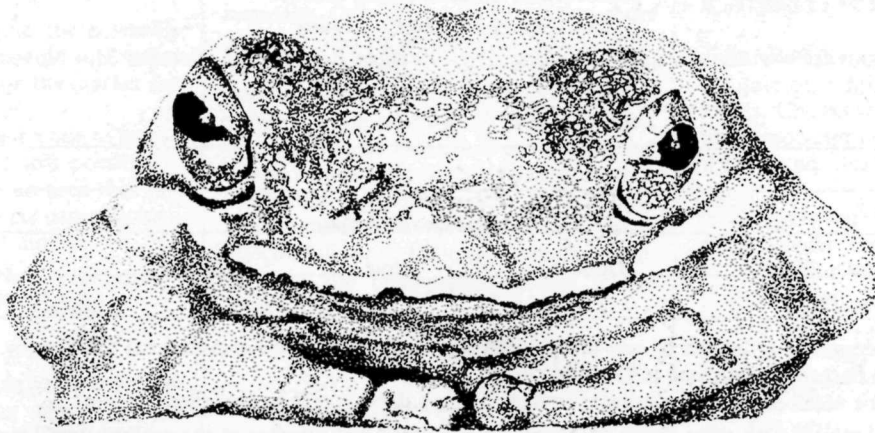
Type of Membership (Check one):

- Active—all NPS employees, permanent, seasonal or retiree ☐ \$ 20.00
- Associate—individuals other than NPS employees ☐ \$ 20.00
- Sustaining—individuals and organizations ☐ \$ 50.00
- Life—open to all individuals* ☐ \$200.00
- Subscription—2 copies of each issue available only to organizations ☐ \$ 20.00

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

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

Administrative Use	
Received	\$ _____
Date	_____
By	_____



Help bridge the gap between nature and human understanding.

The sheer enjoyment of nature often leads to questions. When park personnel cannot always be present, why not use outdoor interpretive exhibits to provide the answers? When custom designed, screen printed and embedded in fiberglass, the interpretive exhibit becomes the most cost effective method of interpreting our cultural and natural heritage.

GS Graphic Solutions

Division of Advertising Inc., P.O. Box 1288, Hagerstown, Maryland 21741-1288 (301) 791-6920

Association of
National Park Rangers
RFD #2, 41 North Great Road
Lincoln, Massachusetts 01773

BULK RATE
U.S. POSTAGE
PAID
CONCORD, MA
PERMIT NO. 231

ADDRESS CORRECTION REQUESTED