

# NEWSLETTER



## THE ASSOCIATION OF NATIONAL PARK RANGERS

Volume IV, Number 3

December, 1982

### Appalachian Rendezvous

#### Rendezvous VI

Ranger Rendezvous VI was held at Fontana Village Resort, just south of Great Smoky Mountains National Park, between October 30 and November 2. It was an exceptional Rendezvous for the 340 rangers in attendance with friends and families, highlighted by peak autumn colors, cool moonlit nights, uniformly sunny and warm days (the best stretch of fall weather local memories could recall), fine lodging and facilities, and buoyant camaraderie.

Fontana Village once served as a small town for the builders of nearby Fontana Dam, and it still retained something of the character of an Appalachian village tucked into a wooded mountain cove. It had the twin virtues of affording all the necessary amenities and services needed by a large group, and also providing the semi-wilderness seclusion favored by Rendezvousing rangers.

Those attending could choose between rooms in the Lodge or Inn and self-sufficient cabins on the adjacent hillside. At the center of the Fontana complex were the recreation hall and cafeteria where most of the Rendezvous activities took place.

Although Sunday was the official opening day, most people arrived and registered a day or two before, then took up the ANPR's constitutional directive to engage in "social enrichment." Since the county in which Fontana is located is technically "dry", it was necessary to set up private areas for tapping the traditional kegs. Those attending acquainted themselves that first evening with (and will long remember) the perfectly named Bear's Den at the Lodge, and the ubiquitous Budweiser truck stationed just outside the Recreation Hall's side door.



Art by Keith Hoofnagle, also employed on the Rendezvous T-shirt.



*The front porch of Fontana's Rec Hall, a prime gathering spot during meeting breaks.*

The Rendezvous was officially opened by President Finley on Sunday morning, the 31st. After noting the growth in membership of ANPR from the 32 attending the first Rendezvous in 1977 to the present total of 840 (902 at Rendezvous' end), he explained that the general theme of this year's gathering would be management of the Service in the coming decade and concluded by enjoining all to have a "work hard, play hard session."

Dave Beal, Superintendent of Great Smokies, presented the first of the official welcomes and advised attendees that, based on his perceptions after 40 years of experience with the Service, the best course the Association could take would be "to not resist change" but, rather, attempt to "influence change for the best" through the process of continuing dialogue with management.

Former Director Gary Everhardt, now Superintendent of Blue Ridge Parkway, followed with a "special welcome" which

he offered in admiration of the efforts that the attendees had made in expending their own time and money in order to attend. This, he said, denoted a genuine desire for personal growth and a need to develop a greater understanding of the work which Service personnel have jointly undertaken.

Bob Baker, Southeast Regional Director, offered greetings "on behalf of the 51 other parks in Southeast region." He spoke of the "incredible commitment" people had shown by coming to Fontana, which he said was a "commitment to work with the system." He emphasized the need for dialogue within the Service, and added that even more crucial was a need for a finer sense of understanding of other people's perspectives of management.

These introductory comments were followed by the keynote presentations of the Rendezvous, given by Director Russ Dickenson and National Audubon Society Vice-President Brock Evans.

## Editors Notes

With this edition, the Newsletter has moved cross-country from San Diego to Concord, Massachusetts, home of the Park Service's spiritual forefather, Henry David Thoreau. The editorship has also changed hands from Rick Gale, who took the Newsletter from an idea to a professionally produced, 12-page publication, to Bill Halainen, a ranger with a background as a journalist and magazine editor.

The Newsletter will continue to solicit articles and ideas from the membership. Editorial policy is still being worked out, but the orientation will remain toward new ideas of interest to the professional ranger, ANPR business, and news of activities bearing on ranger careers. It is hoped that the Newsletter will also serve as a clearing house for all types of information—articles, books, reports and so forth—of consequence to our profession.

Several articles are already in the works for coming issues, and more are being researched. The Newsletter will be coming out quarterly, so those contributing should note the following copy deadlines for the next three issues: February 3rd, May 5th and July 28th. In order to respond to requests for constancy in Newsletter publication, those deadlines will be firmly abided by.

The next issue will have further comments on the proposed construction and editorial policies of coming issues.

Feel free to contact Bill Halainen at the Newsletter address, or call with comments or suggestions.

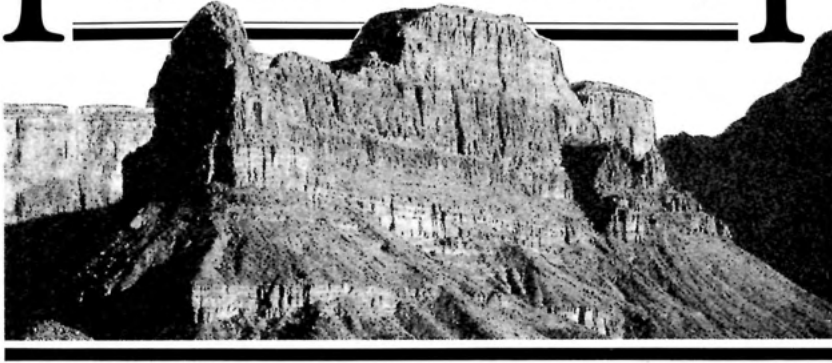
## ANPR Newsletter

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# A MESSAGE FROM THE PRESIDENT



Today I wish to share with you some of my current thoughts on the Association of National Park Rangers—past, present and future. My two years in office have provided me with an opportunity to address a number of issues and to work with our present Park Service leadership, the Office of Personnel Management, the Department of Interior, the Office of Management and Budget and various other groups and institutions. It has been a period of rapid transition and change for the Association, the National Park Service and the Federal government as a whole. During this period I believe I have developed some accurate impressions and assessments as to the ability of this Association to fulfill the purposes set forth in our constitution. One of these purposes is to support management and the perpetuation of the National Park Service. In implementing that constitutional charge we must be aware of several factors that serve to define or limit our role.

First, we are not the first or only association composed of Service employees. The Employee and Alumni Association and the NPS Women's Organization have both been established by NPS employees for special purposes, and it is quite probable that another Park Service association comprised of employees with strong interests in planning, design and professional support will be established in the Denver Service Center. During the last two years we have also witnessed the emergence of two other national ranger organizations—the American Association of National Park Rangers, whose purpose is to form an umbrella group of Federal, state and local park rangers, and the United States Ranger Association, whose membership is limited to Federal rangers with law enforcement

powers. What do these organizations have to do with the Association and our relationship with the Director? In answer to that question we must first recognize that there are or will be five associations composed of or purporting to represent the interests of NPS employees. This means that the National Park Service must be prepared to provide the same degree of access and cooperation to each association. What this means to us as members of ANPR is that, while we may feel that we have a special relationship with the management of the Service (and I believe we do), we must of necessity be treated the same as the other associations. In practical terms this means that the Director is not going to solicit ideas and comments from ANPR as a sole source of commitment, knowledge and professionalism. We have enjoyed a fruitful and productive relationship with the Director and his staff and we will continue to do so. This relationship, however, will of necessity be on our own initiative.

I have often reflected during the last two years on the role ANPR could or should take in our relationship with the Service. Considering our purposes and objectives, I believe that the most appropriate role for the Association is to be a "friend" of the National Park Service. The word friend has a special meaning to those who have ever embraced its meaning or experienced friendship. It means a willingness to provide help whenever that help is needed. It means honest communication—telling someone something that they may not want to hear but need to hear. It means mutual trust and respect. It means support in both good times and bad.

I submit that ANPR has established a friendship with the Service, and that that friendship will develop into a permanent

and mutually satisfactory bond if carefully guarded and nurtured over the coming years. If our role within the National Park Service is that of a friend, then what actions or issue positions should we take with groups or institutions outside the Service? It is my opinion and the sense of the Board of Directors that we should be advocates of Park Service program directions to the extent that the Association feels the need for emphasis of those programs. It is also my feeling that, when confronted from outside the Service about policies, practices or issues upon which the Association or the Board has not taken a position, we should acknowledge the fact that an issue exists and note that ANPR has not yet taken a position, or acknowledge that a given practice or policy is of concern to our members and that we are working through the Park Service to resolve that concern. It is my belief and the sense of the Board that this Association otherwise remain apolitical.

When I assumed office as president two years ago, I developed a perception that the Association was still not fully accepted or trusted by a large number of Service employees and managers. As a result, one of my personal goals was to carefully guide our activities so that those people who harbored a lingering doubt about our stated purposes could feel comfortable with them. I believe now that it is clearly understood by all, including prospective members, that this Association is not an employee bargaining unit, and that, although ANPR has worked hard on the 025/026 classification standards, that work was offered and conducted as a knowledgeable friend providing assistance and not as a labor relations action.

In one of my first written messages in the newsletter, I expressed a need to gather comments from the membership on those issues that were of greatest concern and interest to them. As a result, I developed the membership survey that was mailed in the March newsletter, the results of which were published in the August newsletter. The purpose of the survey was to solicit feedback on issues so that, in conjunction with the Board, ANPR could establish work groups, develop position papers and recommendations, and schedule workshops. As a result of the survey the Board has decided to prepare position papers on the Management Identification and Development Program, which will identify and provide development for Service employees in light of the projected loss of experienced managers, and on a proposed amendment to the career development plan, which will reduce the numbers of KSA's and combine the best of the old BEE system with the best of the vacancy announcement and KSA systems.

*Continued on page 17*



## The Director's Comments

Director Russ Dickenson was greeted with a standing ovation when he stepped to the podium to address the audience of over 300 Rendezvous attendees, and returned the compliment in his opening remarks.

"I continue to be delighted and amazed at the enthusiasm and the resiliency of this Association," he said. "I think it's absolutely unique in terms of the way you have voluntarily agreed to associate yourselves and to spend your own personal resources to further the work of the National Park Service."

He then began his address with an update on the presentation which he gave at Lake Tahoe concerning the conditions of the parks and the need for protection of their resources.

The key element of the resource protection strategy was the establishment of a trainee program to place natural resource management specialists in up to 30 parks. That program has now placed natural resource management trainees in 37 parks throughout the system.

A second area of concern was the completion of resource management plans for each of the parks, and such plans have essentially been approved now for all Park Service units.

"It's important that we keep these up to date," the Director said. "It's important to be abreast of the latest findings, the latest monitoring data, and it's important that we see the kinds of changes that are occurring on the periphery of the parks."

Another aspect of resource management that needed attention was the evolution of an effective system for pulling together research data and other information, organizing it, and making it accessible to others. This need resulted in the Resource Inventory Tracking System (RITS).

"The feedback that is now coming back to managers of that system is that you have a lot of problems with it," he said. "Now is the time to really deal with that. I do expect those issues to be resolved and the system itself to be in place within the next several months."

Director Dickenson then took up the issue of changes in society and the effects they have had and will have on the Service.

He suggested that the word "threats" is an inappropriate term for characterizing pressures on the parks, as "it is the kind of thing which depends particularly upon one's perspective." Instead, another kind of terminology should be used which puts problems in a resource management context.

"Let's tone down the rhetoric a little bit," he said concerning claims that the Service is not addressing its resource management responsibilities. "The overall well-being of the parks has not deteriorated to the point that is sometimes being alleged in the media and by other special interests."

While acknowledging that change is occurring everywhere and will have impacts on the national parks, he added that "we do not need a crash program to attack change because that's not an effective way of doing business."

Problems need to be dealt with at Federal, state and local levels, and protection can often be afforded by proper use of existing processes such as those provided for by the National Environmental Policy Act.

"I'm convinced that we don't need to impose another layer of regulations right now," he said, "particularly if that will prove burdensome or interfere with the processes that should be operating at the local level."

Other possibilities for correcting problems might include litigation, Congressional action, or "appeals to the good will of the American people."



Russ Dickenson

"Some claim that we are standing idly by, paying no attention to what is happening in the parks," the Director said. "That is simply not true. We are committed to protecting them, and will do so. We will not retreat from national park protection principles."

He advised park managers to be "part of the local, incremental decision-making process," and to have a "consultative and advisory role" on issues and problems.

"We ought to be mindful that if we are perceived as excessively bureaucratic, and if we try to assert ourselves too vigorously, we could lose support for the parks," he said.

Director Dickenson then spoke of the history the Service has had of facing and surmounting a wide variety of difficulties, from the days of Mather and Albright to the present.

"We must not forget that the national park system has always been beset with problems," he said, "and we should not become discouraged because they do not give way to easy solutions."

He continued by talking of "two levels of resource protection advocacy" relevant to parks today, one involving visitor contacts and the other involving the relations between managers and resource management professionals and the surrounding community.

"There's a continuing and growing need to emphasize resource management education as part of the interpretive function," he said concerning the former. "The way that is done is to show that we are not trying to be aggressive advocates promoting an organizational position. We are performing a professional and appropriate public education role."

Regarding the latter, he noted the positive professional image of the park ranger that the public has, and said that "we need to be skillful and circumspect as we assert the role of the Service in participating in those decision-making processes that occur about the parks."

"I see no more important issue for our organization to be concerned with over the next few years than our relationship with the world outside the parks," he said.

The Director then spoke about the social changes occurring among Americans and the effects that they may have on the Park Service. Among other things, roles are being redefined, mobility is decreasing, definitions of what constitutes success are changing, and career expectations are being reappraised. All these also have effects on Service employees.

"While we will continue to operate as a career service with the usual rules for hiring and promotion, we must try to accommodate the changing desires of the people of the National Park Service," he said. "Employees are the most valuable resource of the organization."

"Whatever the future of the national park system may be, it will be tied closely to the professional rangers," he said. "It is to you that the park superintendents look for protection of resources and the safety and convenience of visitors. The public perception of the National Park Service and much of the good will that we enjoy results from your interest and your traditional professionalism."

"If I have a single message to you at this Rendezvous, it is to hold fast to the fundamentals of the Service, its mission and its ideals," the Director concluded, "and to adapt to changing conditions as necessary to carry out the mission today and into the future."

## Mr. Evans' Comments

Brock Evans, National Audubon Society's Vice President for National Issues, began his address with recollections of the flight he took down to the Rendezvous with Director Dickenson. During that trip, he found himself occasionally breaking away from their conversation, looking down on the countryside below, and mentally noting all the natural, cultural and historical parks over which they were passing.

"What a jewel box of treasures are these parks—so much a part of our national life, our common experiences as one people, a part of our collective memories," he recalled thinking. "But they are something else, too. In a very deep, very profound sense, our parks are a bond, one of the most important parts of the glue that binds us all together as one American people."

Although Americans may argue and disagree over many other things, he added, there's still "one thing we all love, one set of places that always evokes the deepest of passions and emotions; those are the places where you work, which you are guarding and keeping for the rest of us."

Evans recalled his first experience with a national park, when, a born and bred Easterner, he first stepped off the train in East Glacier to work for the concessioner at Glacier National Park and was overwhelmed by the sights and scents that greeted him.

"It was as if, somehow, some old lost chord had been plucked inside me, something old and lost which has been humming ever since," he said.

Subsequent to two summers at the Many Glacier Hotel, he moved to Seattle, became involved in battles for the North Cascades and Olympic, then progressed to full-time work for the Sierra Club and, eventually, to his current position at National Audubon.

Evans then documented the numerous struggles in which he'd been involved over the intervening two decades, many on behalf of the National Park Service. Those efforts continue today, he said, as the conservation movement, with an estimated membership of from five to six million people, seeks ways to deal with "these serious times", which are "serious for the values we share and for what the parks represent."

Although many difficult fights were won in the last decade, such as the Environmental Protection, Clean Air and Clean Water Acts and the major land acquisition and preservation bills, there is a great deal yet to be done, despite growing pressures and changing national dynamics.

Among these, he said, were the unanticipated effects of economic decline, energy crises, population growth and shifts to the Sun Belt, the leisure revolution, the civil rights and equality movements, and the in-

formation explosion. In combination, these contemporary forces have led to increased stresses on our natural and historic areas.

"These times we live in are more dangerous for our places and our values and the things we love than any within the memories of any of us in the movement," he said, adding that this assumption will be "the operating premise" of the environmental movement through the rest of this decade.

He then spoke briefly about the State of the Parks report of two years ago, which detailed the variety of threats the parks are facing, and expressed his belief that the pressures on the system will continue to increase.

"It becomes more plain every day that we can no longer afford to think of our parks as shielded and insulated from the pressures of society with large tracts of rural or federal land as buffers," he said.



Brock Evans

Evans said that the policies of the government represent an "even more serious" threat to the parks than "the pressures of an expanding, dynamic society."

He cited, among other things, efforts to permit more strip mining on inholdings, a proposal aimed at opening more Alaska park lands to sports hunting, the policy of refusing to request money to pay for land within authorized parks, and the continuing cutbacks in Service funds and staffing. These he attributed to "a very hostile political situation" rather than economics alone, noting that he had participated in an exercise in 1981 which demonstrated that all the goals of protection and acquisition could be accomplished even on the administration's pared down budget.

Environmentalists have responded by fighting back, he said, and summarized a

**Fortune** magazine article which called the conservation movement a "super lobby" and one of the most effective in Washington. That article concluded by saying that the only hope for business was for environmentalists to be "merciful."

"We don't feel very merciful these days," Evans commented, "not after all the attacks on the things we love and have stood for."

Among the items on the immediate agendas of environmental groups will be attempts to get more money for the Land and Water Fund and to get the Park Protection Act, which almost passed this year, through Congress. Then will come attempts to strengthen air, water and toxic pollution laws, for which "public support is overwhelming", and more difficult fights to relieve pressures on land and wildlife.

Regarding the latter, he said that park rangers "will once again be in the front lines", but added that conservationists will be there to help with approaches along three separate avenues: improved public education; increased legislative efforts to add parks to the system, such as the proposed Prairie and Great Basin National Parks; and concentrated efforts to elect leaders who support conservation.

As for our duties in the future, he said that he and his colleagues feel very strongly about our roles.

"You have a very special duty, because of who you are and what you are: an elite corps of highly motivated professionals," he said. "You are the guardians of the finest park system the world will ever know. And your job is to keep it that way. Your loyalty is to that land *first*, to those parks *first*, and your duty is to protect them, above everything else."

Drawing to a close, Evans summarized the challenge that both conservationists and rangers must face up to in the coming years.

"Just as those who came before us did not run from the challenge when attacks came, so too must we not fail," he said. "There really is no other way, no other choice. If we don't stand for something that is the soul of our nation, no one does."

He concluded by recalling the emotions he felt when, after years of fighting for the creation of North Cascades, he made a call to the new park and heard the receptionist answer: "North Cascades National Park." The feeling he experienced was his reward for all the work that he and others had done, he said.

"And that is reward for you, too, isn't it?" he asked. "The places you protect, the parks that you lay yourself on the line for every day—these are your gifts of love to the whole American people. That is your reward. Never stop doing it."

## Executive Board Meetings

The Board of Directors met in sessions on Friday and Saturday before the official start of the Rendezvous.

The opening session began with a summary by Tony Bonanno of the minutes of the Rendezvous at Lake Tahoe. Treasurer Deb Trout followed with a financial report on the first three quarters of 1982, which revealed a present Association balance of over \$17,000. The large surplus was a product of low publication costs, profits from Rendezvous V, and the tripling of life memberships, of which there are now 83. The cost of such memberships will increase from \$125 to \$200 after Rendezvous VI.

Debbie also reported on ANPR's attempts at gaining tax exempt status with the IRS. She discovered that the Atlanta office had no records of the Association having filed such a request, so the process of application is being started up again with firmer contacts in that office. A new lawyer, a tax exempt specialist from Denver, has been retained to facilitate this process.

Tony then reported on the need for an assistant to help with the markedly increased secretarial duties consequent to dealing with a 1400 person mailing list in tandem with numerous other duties. A motion was made to hire an assistant, whose salary would be determined by the President. It carried unanimously.

Rick Gale commented on the need to also have an assistant at Yellowstone, the official address of ANPR, to handle the increased volume of Association mail. A motion was made to hire such a person subject to the above conditions; it also carried unanimously.

Rick followed this with a suggestion that T.J. Priehs, the Newsletter's advisor, be made an honorary member of ANPR as recognition for his help in getting the publication started. The motion was made and carried unanimously.

Bill Halainen was introduced to the Board as the new editor of the Newsletter. He presented plans for a quarterly publication schedule (December, March, June, September) and detailed bids that had been solicited from printers. Motions were made to allocate up to \$1500 for production and printing of each issue, and up to \$100 plus postal costs for their mailing. Both carried unanimously.

Mike Finley established work groups to evaluate and make recommendations on a synthesis of the KSA/BEE systems, changes in the incident reporting system, uniform improvements, and revisions to NPS-9. Concerning the work being done on the last, Mike noted that:

- the chapters will be reorganized in a different format;
- more discretion will be given to working locally with court systems;

- discretion will also be given on selection of certain equipment items;
- strong language will be included on commission issuance and revocation;
- the parks will get a chance to comment on the proposed revisions.

A lengthy discussion ensued on the proper course for the Association in its relations with management, Interior and other branches of government. The consensus of the Board was that the Association should continue to work within the Service to bring about change.

Roger Siglin reported on Rendezvous VII and made presentations on prospective sites at Grand Canyon in the fall or Santa Fe in the summer (the latter would not be

an acceptable fall location due to high seasonal rates). The main problem with Santa Fe, it was determined, would be the time of year, since many people would have problems getting free during peak visitation periods. Grand Canyon was then selected by an 11-1 vote. The Rendezvous will be between Wednesday, October 5, and Saturday, October 8; the lead coordinators will be Ann Baugh, assisted by Joe Evans.

Mike then appointed Stan Robbins and Bill Halainen to research locations in the North Atlantic regional area for the following Rendezvous in 1984. Sue Kylander was appointed as preliminary investigator for Midwestern regional sites for 1985.

## Financial Statement

January 1, 1982-September 30, 1982

<b>Gross Receipts</b>		<b>\$24,008.42</b>
Beginning Balance January 1, 1982	\$10,742.49	
Accrued Interest	519.93	
Dues	9,410.00	
Rendezvous VI	3,336.00	
Registration	1,599.00	
Beverages	807.00	
T-Shirts	930.00	
<b>Expenses</b>		<b>6,978.95</b>
Newsletter	3,008.28	
Postage	582.20	
Office Supplies	1,132.19	
Contributions	30.00	
Legal Fees	81.50	
Imprest Reimbursement (1/1-6/30)	700.00	
Bank Charges	6.77	
Rendezvous VI	1,438.01	
T-Shirts	100.00	
Entertainment	200.00	
Postage	455.67	
Supplies	167.05	
Telephone	343.97	
Auto Mileage	166.32	
Refund	5.00	
<b>Balance</b>		<b>\$17,209.47</b>

Following are the initial, rough figures on Rendezvous finances:

<b>Receipts</b>		<b>\$ 7,787</b>
Registration	\$3,077	
Beverages	1,272	
T-Shirt sales	2,076	
Raffle receipts	1,362	
<b>Expenses</b>		<b>\$ 4,930</b>
T-Shirt costs	\$1,325	
Entertainment	550	
Beverages	1,283	
Miscellaneous	1,772	



## Business Meetings

There were three business meetings: the first was held on the afternoon following the keynote addresses and the remaining two took up the morning and afternoon of Tuesday, the final day.

### First Session

President Finley, who will conclude his term of office at the end of December, began the meeting with some comments on the state of the Association and its future (see "A Message From The President"). He then introduced members of the Board of Directors who were elected at Lake Tahoe.

Secretary Tony Bonanno followed with a reading of the minutes from Rendezvous V, which were accepted on a unanimous voice vote, and presented a complete summary of the Executive Board meeting, as reported elsewhere in the Newsletter.

Treasurer Debbie Trout made her financial report to the membership and explained the situation with the IRS on our attempts to gain status as a tax-exempt organization.

Rick Gale next spoke about the Newsletter and again detailed problems he has encountered in soliciting materials from ANPR members. He acknowledged the contributions that T.J. Prihs, advisor, McQuiston and Daughter, printers, and Jim Tuck, coordinator, co-producer and mailer, had made in getting the Newsletter

into circulation. He then announced his retirement from the editorship and introduced his successor, Bill Halainen, who spoke briefly on plans for quarterly publication and requested ideas and comments from those attending the Rendezvous.

Roger Siglin presented a summary of the arrangements made for Rendezvous VII, which will be held at the Grand Canyon between October 5-8, 1983. (Details will appear in the next issue).

Dick Martin followed with a short presentation on the progress of the quarters task force, and noted that their recommendations were to be submitted to Washington in early November.

John Chew pointed out the display of submissions for the official ANPR logo and asked that people evaluate them carefully before voting.

Tony Bonanno concluded this first meeting with comments from Tim Setnicka, marketing coordinator, who was unable to attend. Several vendors have expressed interest in selling to members; Patagonia, for one, will offer items at a 50 percent discount. The EMS patches previously offered have sold well, and a belt buckle will soon be offered. Ads may appear in the Newsletter in the future, with control left in the editor's hands.

### Second Session

This meeting began with a panel discussion by Dick Martin, Bob Cunningham and Tom Ritter on the present state of the 025/026 proposal.

ANPR's concerns were summed up as follows: that OPM standards didn't adequately address the work rangers perform; that there was no logical progression from GS-4 to GS-13; that the entry levels into the Service were graded too low; that there was no description of a journeyman or full performance level.

After extensive meetings with the Director and OPM, recommendations were made by the task force to counter these problems. Russ Dickenson, according to Tom Ritter, "was elated" by the proposals made. Regional comment was then solicited, but no significant changes resulted from their criticisms. Further consultations and meetings lead to the following proposed amendments to OPM's classification standards:

- assistant park ranger positions would begin at GS-2 and end at GS-4, and, in effect, replace the 026 series as providers of basic levels of service;
- park ranger positions would begin at GS-5 and progress through GS-15, thereby providing a continuous progression of duties from basic to increasingly responsible positions;
- police science, sociology and behavioral sciences would be eliminated as qualifying educational fields of study, with field-oriented natural sciences, natural resource management, earth science, anthropology, archaeology, history and park and recreation fields retained to insure



Bill Wade proposes a memorial for John Townsley; Mike Finley, who chaired the meeting, listens to the motion.

that rangers have "educational backgrounds in fields which most directly relate to the management of park resources (any field of education will be acceptable, as long as the candidate also has at least 30 hours in not more than two of the aforementioned fields);

- nine semester hours would be required for qualifying education at the GS-3 level and 15 hours at GS-4;
- 30 semester hours would be required at GS-5, rather than 24, and from a combination of no more than two fields, thereby assuring both increased and more focused educational backgrounds among incoming rangers.

In addition, the proposal asked that the standards be written according to the Factor Evaluation System (FES) format rather than the current narrative style, because FES would eliminate the latter's subjectivity and provide "a more objective and equitable means for determining grade level."

OPM's subsequent response to these proposals was considered to be "inadequate", and disagreements persist concerning educational requirements (both quantitative and qualitative), format and other topics. The Service, however, is remaining firm in its proposals. Tom Ritter: "Let it be said very clearly that the Director supports the task force recommendations." Final resolution of the problem is anticipated over the next few months.

Following the presentation, the floor was opened to new business. Mary Kimmitt suggested that a representative be added to the Board to represent the growing number of WASO members. During the discussion it was noted that Washington is already represented via National Capitol Region and that there are "less than two dozen" WASO members. A motion was made, but died for lack of a second.

A motion was then made by Karl Merchant to recommend that the Board review the policy that voting be done by mail with the idea of moving it back to the Rendezvous, as before. Discussion revealed that at the heart of the issue was a problem with the length of time it took to vote and get officers elected last year. This will be rectified by mailing ballots separately from the Newsletter, with results to be received no later than December 20th and announced to the membership in early January. The motion was withdrawn.

Rick Smith next moved that the Board allocate up to \$500 to each Regional Representative to provide for regional programs on a one year trial basis, and that the Board develop guidelines for their use. Members expressed two main concerns about the proposal—that the treasury couldn't afford such funding and that the role of regional representatives is not well

enough defined at present. It was noted that the Regional Representatives need not spend the entire \$500, but some concern remained over the lack of defined roles when the vote was called. The motion carried on a close voice vote.

John Chew then addressed that concern by moving that the Board develop a role and function statement to guide Regional Representatives in their activities. This motion was widely supported during the comment period and passed on a voice vote.

A motion was made to have the Board establish a work group on required occupancy, but was withdrawn when it was determined that the housing task force is addressing that issue.

There then followed a prolonged and animated discussion on whether ANPR should address the problem of two-career marriages, and, if so, in what fashion. The original motion made by Sherrie Collins called for a working group to develop a position paper on the problems facing married people who each have Service careers. An amendment was offered to revise this to dual-career marriages with only one spouse in the Park Service, but it was defeated on voice vote. A second amendment was offered to enlarge the definition to include Service couples who are not married but have close liaisons. This was defeated as well. A voice vote on the original motion was too close to call, so two hand counts were made with an intermission to discuss the constitutionality of hand votes (they are). The motion passed, 80-52.

Mike Hill then moved that a second study group be established to deal with two career marriages in general, and that it work closely with the first group. The voice vote again was too close to call, but the motion was defeated on a hand count, 59-45.

### Third Session

Bill Wade opened the final business meeting by moving that the Board look into establishing an ANPR memorialization of John Townsley, late Superintendent of Yellowstone National Park. The motion carried unanimously.

Mike Finley followed with an announcement that he had officially established eight work groups, and that members should sign up for them. These groups will look at the roles of Regional Representatives, revisions to NPS-9, dual NPS career marriages, the Management Identification and Development program, a proposed synthesis of BEE/KSA, housing/quarters problems, ranger communications and seasonal problems.

Mike Sutton moved that a representative be added to the Board to represent seasonal rangers. The discussion focused on whether a separate representative was

needed for each constituency, and, on the opposing side, the need for seasonals to have an advocate to present their special problems. The motion was defeated on a voice vote.

Dick Ring moved that a work group be formed on seasonal problems, but withdrew the motion when it was determined that the President could set up this group on his own authority, which he did, as noted above.

The concluding business of the Rendezvous—the nomination of candidates for office—then came to the floor.

Jim Tuck began by nominating Mike Finley for another term because of his professionalism, credibility, demeanor, and knowledge of the system, and because ANPR "needs him as much as the Service needs Russ Dickenson at these sensitive times." Mike, however, declined, citing the "need for growth and diversity offered by a new President." He then received a standing ovation from the membership.

The nominations for President continued, with the names of Bob Cunningham (Denali), Bill Wade (Delaware Water Gap), John Earnst (Gettysburg), and Dick Martin (Yosemite) being proposed, seconded and accepted. (Editors note: Bob Cunningham has since withdrawn his name from candidacy).

Nominated for Secretary were Mary Kimmitt (Mather Training Center) and Laurie Coughlan (Gettysburg).

Nominated for Treasurer was incumbent Debbie Trout (Great Smokies).

Nominated for North Atlantic Regional Representative were incumbent Stan Robbins (Acadia), Fred Szarka (Minute Man), and Bill Gibson (Saratoga).

Nominated for National Capitol Regional Representative were Bill Orlando (Antietam) and Rick Erisman (C & O Canal).

Nominated for Midwest Regional Representative were incumbent Sue Kylander (Indiana Dunes) and Tom Cherry (Cuyahoga).

Nominated for Rocky Mountain Regional Representative was incumbent Tim Setnicka (Grand Tetons).

Nominated for Alaska Regional Representative were Brian Swift (Denali) and Dave Mihalic (Yukon Charlie). Dick Ring (Gates of Arctic) and Bruce Collins were nominated but declined.

The business meeting closed with John Chew's announcement that Jim Tuck had won the logo contest, Mike Finley's deep thanks, echoed by the membership, to Ginny Rousseau and her crew for organizing an excellent Rendezvous, and standing ovations to the departing Mike and Tony Bonanno.



## Events, Awards and Acknowledgements

The social activities of a Rendezvous have as much interest for participants as the formal presentations and meetings. Rendezvous VI was no exception. The following notes were compiled from on-the-scene reports made by Ginny Rousseau (raffle), John Chew (logo contest), Tony Bonanno (Fun Run), and other interested observers.

### The Raffle

The chances of a new arrival making it to the registration table before being descended upon by Rick Gale, festooned with strips of lottery tickets, were minimal. But if Rick missed you there, he or associates Jim Tuck and Rob Arnberger would catch you before long, be you ranger, Regional Director or distinguished speaker. According to Rendezvous Coordinator Ginny Rousseau, \$1,362 was collected by the trio.

Drawings were made throughout the Rendezvous from a collection of items donated by manufacturers and friends and members of the Association. Coordinators Ken Morgan and Rob Arnberger passed the box of ticket stubs around and members and guests made the drawings, beginning with Director Dickenson. Particularly hot items were outdoor apparel and climbing gear, Fred Szarka's homemade "Rendezvous Brew", and Rob's beautiful, hand-carved ranger. The latter went to Sue Kylander, this year's Dame Fortune with three winning lottery tickets.

Special thanks go to the following contributors:

#### Businesses donations:

Diamond Brand Outfitters—frame pack and day pack  
Mountaineering South—sleeping bag  
Don Hume Leathergoods, Inc.—\$50 gift certificate  
Woolrich—wool shirt  
Pigeon Mountain Industries—300 feet of ½" PMI orange/flex rope  
T.M. Bucheimer Co.—rifle case  
Safariland—two D-cell flashlights  
W.S. Darley—three two-cell flashlights  
Gibbs Products, Inc.—four Gibbs ascenders

#### National Park Service donations:

Rob Arnberger—carving of "Horse Patrol Ranger"  
Ken Morgan—knife, duck decoy  
Pete Allen—knife sheath  
Ina Warren—homegrown and canned goodies  
Hal Greenlee—peach brandy set  
Dick Newgren—homegrown apples  
Sherrie Pasternak-Wade—pendant  
Sharon Morgan—three kinds of jelly, grapes  
Mike Thomas—M-43 park Jaeger cap

Fred Szarka—three kinds of homemade beer  
Frank Fiala—gray fleece jacket  
Kurt and Ellie Topham—homemade Western shirt  
Dave Dame—print of rams  
Dick Ryan—T-shirt  
Jimmy Graves—apples, preserves, cider  
John Chew—smoked goose, preserves  
A special thanks to all contributors, and to Patty Scott for tireless work in designing raffle posters.

### Logo Contest

Jim Tuck, Chief of Interpretation at Cabrillo National Monument, won ANPR's logo contest with an entry that was highly favored by members voting at the Rendezvous. His entry was selected from a total of 21 fine entries, and won him a \$100 gift certificate, good at either REI or EMS outfitters.

The logo now stands as the official symbol of the Association, and will be used with the Board's approval on items designed to raise funds for ANPR. A designer is now transforming Jim's original work into a finished product.

The Association extends its thanks to all those who sent in entries. All were well conceived and displayed a good deal of thought. These contributors were: Phyllis Trabold, Chris Andress, Sue Hackett, Tim Setnicka, Doug Banard, Bob Cunningham, Dick Ring, Sandy Nigh, Lee Wilder, Dave Coburn, and Scott Connelly.



The winning logo, designed by Jim Tuck.



Rob Arnberger's "Horse Patrol Ranger".



Rick Gale displays his low-key ticket sales approach during the opening session.

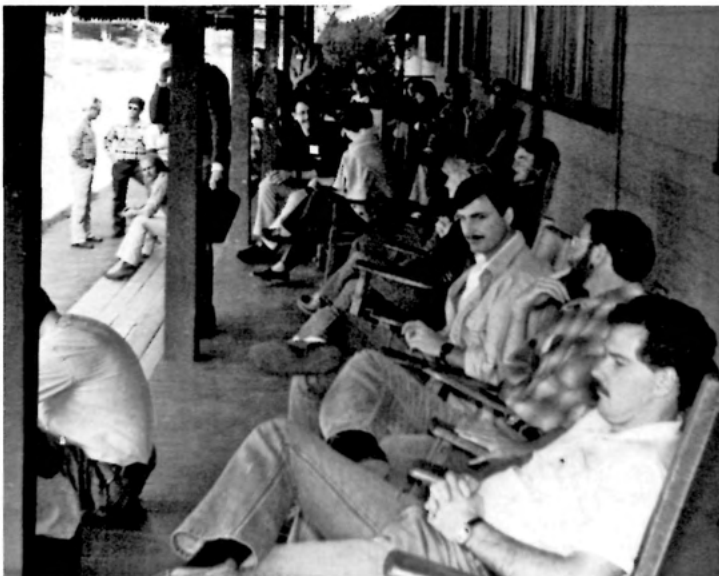


## Scenes from the Rendezvous





Reading clockwise from top left: Rendezvousers checking in at the well-organized registration table to pick up T-shirts and information packets; Cliff Chetwin attending to the needs of a younger participant; Past-President Smith and President Finley discussing pre-race strategy; the start of the race at the rear of the Inn; the finish at the Budweiser truck; Dick Martin refueling at the same location; Rocking Chair Row on the Rec Hall porch; stomping during the last evening's dance; Spice of Life playing some old rock and roll; lining up for chicken and fixings at the barbecue.





## Honorary Member

Following the past trend of recognizing individuals who have assisted the development and professionalism of individual rangers and the Association of National Park Rangers, the Board of Directors unanimously awarded to Timothy J. Priehs, Executive Secretary of Southwest Parks and Monuments Association, the fourth Honorary Membership in ANPR.

T.J.'s award was based on his contributions to the format, design, layout and production of the first five editions of the Newsletter. Virtually single-handedly, Tim insured that the early publications of the Association were of highest quality, given the very restricted funding with which we had to work.

Previous honorary memberships in ANPR were awarded to Mary Bradley, former Chief of the Branch of Employee Evaluation; Bill Whalen, former Director of the National Park Service, who gave top management support to the fledgling Association; and Kathleen Loux of Yosemite for her contributions to the ANPR in conducting the annual rendezvous.

## Kegs

The central social point of the Rendezvous was undeniably the Budweiser van, parked for five days and nights next to the Rec Hall, where most of the other activities were also conducted. Sporting two taps on its side and a substantial cargo of kegs, the truck provided a steady flow of beer with only infrequent interruptions. During afternoons and evenings, this was *the* place to find old friends and get into long philosophical discussions. The Bear's Den at the Lodge was almost equally popular, and when the 11 p.m. curfew closed the hall, it became the prime gathering spot.

All told, 30 full kegs were polished off during the Rendezvous, a keg or two short of the previous record set at Lake Tahoe.

## Awards

A host of special awards went out to recognize unprecedented feats, singular accomplishments, shattered records, and momentous events:

**The Wimp Award**—To those notables whose failure to attend the Rendezvous

called for special acknowledgement. Co-winners were Phil Ward, Walt Dabney, Roger Rudolph, Tim Setnicka, Dick Newgren and Dan Sholly.

**The James M. Brady Drone On And On Award**—For special skills in speaking at length. Awarded to Tony Bonanno.

**The Get Off Our Backs, Who Are You Trying To Kid, Self Perception, Light Beer Drinker Award**—To the attendee who most suffered from misperceptions of self in checking the block for "light drinker" on the beer-to-be-consumed section of the Rendezvous application. Awarded to Bill Wade.



*Dave Mihalic, winner of the coveted Celibacy Award.*

**The Celibacy Award**—To the person who took up celibate living by moving to a remote location rather than by the more traditional route of monastery or nunnery. Awarded to Dave Mihalic, Superintendent of Yukon-Charlie and resident of far-off Eagle, Alaska.

**Most People In Attendance**—Yosemite National Park, with nine folks.

**Most Distant Traveler**—Dave Mihalic.

**Special Award for Fine Service as Vice President/West**—Alan Atchison, Grand Teton.

## Fun Run

No Rendezvous would be complete without one. This year's affair, set up by Tom Cox and Hal Grovert, covered 1.5 miles—a little bit of down followed by a good deal of up. About 40 runners started the race in a tight pack, but the group loosened considerably on the first grade. A large group of cheering rangers waited at the Budweiser truck, where the finish line was placed so that runners could quickly replace electrolytes lost in the fierce and heated competition. The three host areas took the first three places; first to Ron Johnson of Great Smokies, second to Pat Quinn of Shenandoah, and third to Tony Bonanno of Blue Ridge Parkway. At the very rear came the distinguished retired Newsletter editor, supported by Kathy Loux and Deb Trout.

## The Dance

The Rendezvous ended with a barbecue and dance. The barbecued chicken was provided by Fontana at their cafeteria, and the music by Spice of Life, a band from Charlotte, N.C.

At the outset of the dance, there was some question as to whether the country-and-western-oriented crew of rangers could adapt to the group's rock/oldies format. One ranger, slightly bow-legged from spending a portion of his career on horseback, approached Rendezvous coordinator Ginny Rousseau and asked: "Do these look like rock and roll legs?" After two or three numbers, though, the dance floor was crowded, and when the band shifted to a bit of country swing, the stomping and hollering really began. When Spice of Life closed out its last set, it left behind a crew of thoroughly satisfied and danced-out rangers.

## Workshops

The entirety of Monday, the middle day of the Rendezvous, was dedicated to a wide variety of workshops, thematically linked to the Service's future over the next decade. Members of the Board, participants and interested observers took the time to take notes on and summarize most of these presentations.

### Interpretation in the Eighties

Tom Ritter and Dave Davis, co-leaders in this workshop, cautioned participants to make sure that their interpretive programs are designed to accomplish the goals and objectives of the Service. Noting that interpretation has not been central to any recent Park Service initiatives, such as environmental education, energy awareness or law enforcement, they said that the current support of top management for interpretation offers a major opportunity for interpreters to make their programs an integral component of parks in the coming decade. To make this a reality, though, interpreters must assure that their efforts are focused and centered on the key issues which the Service faces.

Using a newly developed schematic, Dave explained that interpretation must respond to the needs of the three segments of any park: management, the visitor and the resource. Interpreters must develop communication processes which will aid them in demonstrating how their programs benefit each of these segments.

In order to do this properly, however, interpreters will have to develop techniques for proper evaluation. Although interpretive managers have always been good at the planning of programs and the delivery of services, they have not been as successful at evaluating results. It is no longer good enough to simply say that interpretation is important. Interpretive managers must be able to quantify results so that they can justify the expenditure of increasingly scarce resources on interpretive activities. Other program areas are being asked to do the exact same thing.

The development of these evaluation techniques will be a major focus of the Washington office. Using the collected experience and wisdom of field personnel, Dave's office and the regional offices of interpretation will be putting together information that will allow parks to be more specific about how the staff and financial resources which have been expended on interpretive programs will benefit the resource, the visitor and park management.

—Rick Smith

### Seasonal Hiring Update

Ella Drummond, head of WASO's Seasonal Employment Unit, reviewed the

changes in the revised seasonal application, which consisted of the elimination of law enforcement skills, the addition of questions that will aid in screening out for law enforcement training, and the addition of some firefighting skills. She then opened up the session to discussion, most of which addressed seasonals' concerns about how to complete the forms in a way which would maximize their chances for being hired. They received many good suggestions from the several seasonal hiring officials who were in the group.

There was also some discussion about the possibility of shortening the seasonal selection period in an effort to reduce the waiting period for seasonals and to reduce the problems that develop when seasonals change their minds upon receiving offers from second parks. The group also talked about the possibility of a national availability list for law enforcement qualified applicants, since these people are often in short supply on some park registers. If such an applicant happens to apply to two parks and is not selected, then that person could still be hired off a national list by another park with a need for law enforcement seasonals that had exhausted its initial law enforcement register.

A final problem discussed concerned the information in the seasonal application packet regarding park availability dates and expected numbers of new hires. This information is a year old before the parks actually do their seasonal hiring and is therefore often invalid. One possible solution to this problem is to shorten the application period, which would allow the Seasonal Employment Unit to collect the parks' projected seasonal needs at a much later point in the year, thereby making the information on employment more accurate.

—Bill Dwyer

### Uniform Update

Bob Gates, Jr., President of R & R Uniforms, and Tom Ritter, WASO Assistant Director for Operations, led two discussion sessions on the uniform program. Acknowledging problems that R & R had over the past year, Bob said that his company will offer greatly improved service this year. R & R has more than doubled its staff and inventory, and has now achieved a turnaround time of less than ten days and an average 90 percent completion rate on orders.

R & R is working on or has already achieved improvements in many areas:

- immediate notification of backorders;
- removal of foam lamination from the excessively stiff dress service jackets;
- development of a higher quality belt, soon to be available;

- redesign of the woman's dress service jacket for better fit; and
- a free-of-charge exchange for defective tie tacks.

It was evident that the uniform supplier is making a concerted effort to improve quality and service.

A good deal of discussion followed concerning footwear and other items classified as "personal protective gear." Two particular concerns arose: Which items should be part of the uniform system to be supplied by R & R? If items are purchased from other outlets, how will they fit into the uniform system and who will pay for them, the individual or the Service?

According to Tom, WASO is preparing draft guidelines on these questions which will soon be available for comment. He also proposed that provisions be developed to ensure direct communications between R & R and individual park uniform coordinators, and that a review board be established for selecting and approving proposed uniform items in a more timely fashion.

Regional uniform coordinators will be meeting early next year. Anyone with suggestions should contact his/her regional coordinator. Both Bob and Tom are very receptive to suggestions for improvement in the uniform program.

—Roger Siglin

### Employees in the Eighties

The presentation, made by Don Field, Chief Scientist for Pacific Northwest Region and a professional sociologist, focused on a proposed major survey of about 25 percent of permanent and seasonal employees to be conducted in 1983. The aim will be to identify trends and problems within the Park Service work force so that management can understand and attempt to make adjustments to coming changes.

Don quoted a consultant who contends that we are "entering an era of turbulent times" in management practices, and said that adjustments will have to be made oriented toward "human resource management". Among the trends that he noted were:

- the aging of the "baby boom" population;
- a change in the labor force from service-oriented workers to skilled laborers with computer backgrounds;
- a change in families, with dual wage earners the rule rather than the exception;
- a shift in work philosophy from work as an end in itself to work as a means to an end.

The study will examine these trends to see how pervasive they are within the Service. It will also focus on the attitudes of people towards managing and being man-

aged, the problems of social isolation, the need to seriously develop IDP's, and ways to get divisions to work with each other. Other concerns will include hiring practices, mobility (a five- to 10-year stay in each park may be in the future), accountability, communications and lack of incentives.

Don concluded by saying that the Service has expressed a commitment to follow up on the results of the questionnaire.

—Bill Halainen

## Housing

Chief of Maintenance George Gowan, who also supervises housing, spoke about the current housing situation before a group of concerned and somewhat restive rangers and spouses.

George began by saying that the artificial ceiling on rental rates has been lifted by the current administration, and that their steep increase has come about largely because they were frozen under Secretary Andrus' tenure in office and only now are rising to ordained levels.

When asked why rents can't be held down to compensate for relatively low pay, he pointed out that Public Law 89-554 forbids special compensations in lieu of pay. He added, however, that the Service is liberally applying the rules for required occupancy, i.e. that it's necessary to maintain an historic house and/or necessary to the protection of a park, and that the rental rate for these, under certain circumstances, may be limited to 20 percent of the resident's gross pay, which will usually be less than the full rental rate. This rate will not be available in all cases, however.

Some concern was also expressed about the quality of housing and the use of rental moneys for purposes other than improving the residences themselves. George replied that a program was begun this past October to track all funds coming from housing, and that a plan for putting this money "exclusively" back into housing has been approved by Interior. He also explained that a contract has been signed with Georgia Tech for a pilot program to develop the computer technology necessary for a survey that will soon be made of 16,000 Service-owned buildings. This survey will evaluate each building according to eight criteria. Parks will then be directly accountable for maintaining "safe, sound, sanitary housing."

A letter to the Secretary is also being prepared at his request, which will address the Park Service's basic concerns with isolation, non-uniform rates, mobility and the use of unoccupied government quarters. Additional concerns will be addressed in that letter as a result of suggestions and comments made during the workshops.

George concluded by providing the legal citation that IRS offices often request to

document required occupancy, which is "Boykin v. Commissioner of Internal Revenue, 260 F. 2d 249, U.S. Court of Appeals, Eighth Circuit, Oct. 30, 1958."

He also said that he would be happy to answer any questions by phone or letter if the regional quarters office is unable to help with a given problem.

—Bill Halainen

## Management Identification and Development (MID)

This workshop was organized as a result of ANPR's recognition that in the near future (three to six years) the Service will lose a relatively large number of higher level managers due to eligible retirement ages and subsequent voluntary retirements, and that no viable program exists to anticipate these losses, identify potential candidates from lower grades, and prepare these selectees through training and assignments to replace the departing managers.

Two sessions addressing this issue were conducted by Maureen Finnerty, WASO Division of Ranger Activities, Jim Coleman, Mid-Atlantic Regional Director, and Bob Cunningham, Superintendent of Denali National Park and Preserve. Both sessions were well attended, and there was a high level of participation and discussion in each.

Both the Mid-Level Management and Departmental Management Programs were considered in some detail concerning reforms which might be needed to permit them to be more responsive to the employees selected and to Service needs. It was generally agreed that these or any other training programs are only successful if there exists a large number of highly

qualified candidates who are carefully and meticulously screened for selection into the program. It is mandatory that such employees should be carefully reviewed, that they should be removed from the program if they fail to measure up to standards, and that positions should be targeted to provide program credibility. It was agreed that careful workforce planning is crucial to assessing future Service management needs. Training and individual development plans were also discussed at some length.

The ANPR MID Committee, chaired by Maureen Finnerty, will prepare a position paper designed to assist management in identifying and developing this program.

—Maureen Finnerty

## Resource Management Planning

This session was led by Stu Coleman of Great Smokies and Mack Brock of the Everglades, and was primarily a discussion of problems with and approaches to the guidelines for developing resource management plans.

It was suggested that the compilation of threats to parks can be done in several ways —by focusing only on those that can be treated and eliminating others, by grouping threats together by type, and by categorizing them according to divisional perspectives.

The question was raised of the need for public review of plans, and, if so, at what time and to what degree the public should be involved. There was some doubt on procedures in this area.

Participants also suggested a number of additional creative uses for the plans. They can be used to orient people to problems,



*George Gowan explains housing policies at a morning workshop.*



for interpretive planning, to support the budgetary process, to ascertain the locations of all relevant reports, documents and collections, and to plan research needs.

—Bill Halainen

### ANPR In the Eighties

Two sessions were held in which enthusiastic participants got together to discuss the future of ANPR in the 1980's. Both groups focused on a need for the Association to broaden its short term objectives to meet the needs of the membership. It was reaffirmed by those present that ANPR needs to continue to attract and retain members from all disciplines and at all grades, and that the Association must remain ageless and classless to fill the role of a professional organization meeting the needs of the park ranger.

Three subjects were recommended to the Board for short range goals:

- that the newsletter be expanded and meet deadlines, solicit and if necessary pay for reports appropriate to field positions, and print several technical articles per year on specific subjects;
- that the Association pay a person to establish an ANPR co-op or brokerage so that individual members can order and receive discounts on quality merchandise;
- that ANPR provide seed money so that members in regions can establish mini-conferences, workshops or training sessions that will deal with specific regional issues.

Many other ideas were discussed, but the groups suggested concentration on these three goals.

(Note: The following day the membership approved the idea of providing seed money to the regions.)

—Noel Poe

### Women and Careers

Bob Baker, Southeast Regional Director, Ann Belkov, Superintendent of Chickamauga-Chattanooga, Elaine D'Amico, Superintendent of Salem Maritime, and Mary Kimmitt, Instructor at Mather Training Center led a discussion on women's employment concerns and possible solutions to real or perceived career barriers.

The subjects covered included:

- setting and pursuing realistic goals;
- getting into the system;
- initiating self-help for career advancement;
- seeking exposure as an element of career advancement; and
- recognizing sources of help, such as networks and mentors.

Bob offered proven self-marketing techniques to the participants. Considerable attention was also given to individual choices and trade-offs in career decisions and the challenges presented by dual career and commuter marriages.

### Getting Along with the Department

The session was led by Rick Smith, Assistant Superintendent at Everglades, and Assistant Secretary Ray Arnett's

Special Assistant Rick Davidge, whose particular area of concern is the national parks.

Rick Smith began by noting that there had been communications problems when the current administration came to office and that it had taken some time to rectify these. The difficulties were procedural, he said, and were not related to being "philosophically in tune" with a differing political perspective.

Rick Davidge commented on the status of the administration's three main policy initiatives—land protection, a national recreation policy, and an historic preservation policy. The first is still being developed, the second met with difficulties and will be worked on again beginning in late winter, and the third was completed and in place within two months.

He then spoke on the need for factual, detailed presentations on proposed resource management actions, and cited the Delaware Water Gap condemnation proceedings as an example. Those succeeded only when photos and detailed presentations convinced the administration of a need to remove a large number of sub-standard structures from the park.

He continued by saying that the old "theological" (i.e., moral and philosophical) justifications for proposed changes, although still important, must be supported by detailed factual analyses. Rick Smith concurred on this, adding that such a revision in approach constituted "a tremendous change in our thinking." He advocated a good mix of practical and philosophical considerations for future proposals.

The following points were made by Rick Davidge during the question and answer period:

- the policy of reviewing contracts for all projects over \$10,000 will continue, and their processing can best be expedited by making clear justifications for them;
- the department will not authorize the shooting of mountain lions in Carlsbad Cavern/Guadalupe Mountains;
- the approval required of the Assistant Secretary for willing buyer/willing seller land transactions "is not going to continue", but it's still not known when that policy will be suspended;
- parks will need to generate additional revenues in the future from fee and permit collections.

In the second session there was a discussion concerning the possibility that regional offices might be streamlined or eliminated in order to provide more funds and staffing in the field. Association members expressed their concern that such actions be undertaken very carefully so that support services would not be eroded away or removed.

—Bill Halainen



Mike Finley leads a session in the Bear's Den on ANPR's future.

## Alaska Update

After opening the session with a brief history of parks in Alaska, Regional Director John Cook spoke with emphasis on the need for a heightened awareness that these parks are real and that they are being both used and abused. He characterized Alaska as being similar to Yellowstone in the 1870's. Both areas were new and apparently remote when created, but Yellowstone did not face helicopters, airplanes, and other vehicles for gaining access that put the Alaska parks literally only hours away from major East Coast cities.

The new parks range from areas of fragile tundra to the historic resources commemorating Russian America at Sitka and the Gold Rush at Klondike. But, as a group, they are different. There are preserves managed as national parks in every way except for the allowance of sports hunting. There are national parks which allow "subsistence" hunting by natives. And there is the general use of aircraft and snowmobiles throughout the parks, a practice which would be abhorrent in traditional park areas but which is in itself "traditional" in Alaska.

The future for the Service in Alaska is important, but job opportunities remain scarce. Those that are available may include GS-11 district ranger positions with four month furloughs. Budget dollars continue to be tight, but the Service is holding its own by using creative management methods such as the above.

Alaska is a mixed bag, but the opportunities are unique and without parallel to those found elsewhere in the system. A ranger may run consecutively into miners packing .44 magnums, an Eskimo lady using park resources for personal livelihood, and a traditional visitor running a wild river.

These are the types of challenges facing rangers in Alaska, the resolution of which will be important to the Service in the years to come.

—Dave Mihalic

## Protection in the Eighties

These two sessions were conducted as a combination panel presentation and participative discussion. Jim Brady, Chief of Protection and Resource Management in Mid-Atlantic Region, chaired; the panel members were Rick Gale, Chief Ranger at Santa Monica Mountains; Bill Wade, Assistant Superintendent at Delaware Water Gap; Tony Bonanno, Law Enforcement Specialist at Blue Ridge Parkway; Bill Supernaugh, Resource Management Specialist, WASO; and John Chew, District Ranger at Shenandoah. Also speaking was Al Veitl, Chief of Ranger Activities, WASO.

Jim began the session by reviewing the Seventies as "a decade of visitor protec-

tion", citing by example the doubling of acreage in the system, the passage of the General Authorities Bill, the opening of General Management Plans to public comment, and the shift of protection from "watch dog" to investigative roles. Two constants have remained, however: the basic mission of promoting visitor enjoyment and safety while protecting the resource, and the continuing need for talented, resourceful, skilled rangers.

He then listed seven key trends and challenges of the coming decade:

- "Circle the Wagons"—setting goals and objectives and adhering to them;
- "Changes We Can't Afford"—ever increasing threats to resources;
- "Work Smarter, Not Harder"—improving operational efficiency;
- "Another Uniform in the Parks"—closer involvement and cooperation with local agencies;
- "It Won't Be Small Claims Court"—increasing liabilities and litigation;
- "A New Language To Learn"—increasing use of and adaptation to computers; and
- "Lots Of New People Want To See You"—more competing demands for rangers' time.

The Eighties, Jim said in conclusion, will probably be a decade of resource protection, as opposed to the visitor protection theme of the Seventies.

Al Veitl then spoke, saying that WASO is interested in hearing from the field and

suggesting that position papers need to be completed on structural fire, search and rescue and emergency medicine, and that updated approaches be approved by the Director. He also suggested a renewed effort from ranger activities to consolidate and set park and visitor protection priorities for the Eighties.

John Chew, chair of the EMS Task Force, spoke about that group's progress. The task force arose out of a perceived need to define levels of care and standardize certification of ranger-EMT's throughout the Service. There presently is no clear authority for an in-service program, and the solicitor's office has been asked for an opinion. The National Registry has also been contacted for assistance. (Rough draft copies of these proposals are available by writing John at Shenandoah.

John also reviewed his parks new, voluntary fitness program, and suggested that all rangers begin complying with such standards before they are made mandatory.

Bill Wade, a leader in search and rescue training, spoke about developments in that field and in emergency operations. A new course on the latter has been offered at Albright, and an instructors' course is being planned for December, 1983. The main changes in search and rescue will be in improving data gathering and communications. He also spoke of the increasing risk of litigation on unsuccessful searches and emergency operations.



*The protection workshop panel (left to right): Rick Gale, Bill Wade, Bill Supernaugh, Tony Bonanno, John Chew.*

Tony Bonanno focused on seven areas of possible change in law enforcement:

- Cooperation—More crimes occurring in parks leading to outside investigation and/or prosecution;
- Equipment—Upgrading of vehicles to new full-size, full-power white LTD's with green stripes and NPS decals, which GSA has been helpful in providing ("The time is right to order what you want");
- Training—More flexibility will be allowed in the 40-hour refresher, with only 36 CFR and Service philosophy required; training videotapes will be available from WASO; permanents with commissions will be sent back periodically for advanced refreshers at FLETC; training sessions will be offered on the revised 36 CFR and NPS-9; supervisors will be asked to monitor graduates of seasonal training schools to determine whether proper instruction is being given;
- Incident Reporting System—The proposed new 343 still lacks in its ability to document other than criminal incidents, and there remains a real challenge to collect, store and disseminate useful information to the parks (Mid-Atlantic Region has a task force that is developing a simplified incident report format that can be computerized, the results of which are expected around the first of the year);
- Information exchange—There remains a need for increased, coordinated internal communications, and a task force may be developed to help parks during busy seasons with investigations of Service-wide scope;
- Prevention programs—Programs such as Blue Ridge's Park Watch program need to be developed to encourage residents and visitors to keep an eye out for criminal and other reportable activities;
- New technology—There is an increasing need for and desirability of employing computers both within and between parks.

Rick Gale followed with an update on fire management trends. Although the National Interagency Fire Qualification System has set up a "red card" program that allows total mobility so that fire managers can call out forces from anywhere in the country, the tendency will be for managers to call out the closest forces available due to current economic restraints.

The National Interagency Incident Management System has been designed to look on all incidents as having common support functions, so fire bosses have become "incident commanders" and other operational changes have been instituted.

This is part of a trend to develop incident commanders capable of managing the full spectrum of emergency operations. A change from our current SET team approach to an Incident Command Unit capable of managing any type of emergency operation is in the works.

Another new program Rick described was Fire-Pro, a two phase program which will first get the Service back into budgeting for normal fire year planning, and then allow money to be spent in connection with approved fire management plans. Funds will still be available for pre-suppression under this program.

A new national equipment board has been set up with Bill Eihorn, Superintendent of Channel Islands, as chairperson, which will serve as a clearing house to standardize and consolidate orders for structural fire equipment. Rick also noted that structural firefighting should be moved into ranger activities and out of safety.

Bill Supernaugh concluded the program with a look at resource management and protection.

He noted the support shown for resource management in the ANPR survey, and said that training remains one of his office's highest priorities. There are now 37 resource management trainees in a two-year program, and the Service has asked that a similar program be funded in fiscal '84. Management courses will continue to be offered for superintendents and mid-level managers, as will topical workshops.

Resource management plans are currently approved for over 70 percent of the parks, but annual reviews are still required. These will be used as budget support documents, so they should be viewed as critical to the park.

Bill spoke of the new Resource Information Tracking System (RITS) and of computer use in the parks, which he feels will be common in the Eighties. Computer parks will have access to Service-wide data on resource management plans, resource activity permits, and bibliographic abstracts.

He concluded by assuring participants that resource management specialists will work in parks as overall planners, and that rangers will now move from passive to active roles in resource management. He also expressed his belief that parks will have divisions of "resource protection and visitor management" before the decade ends.

(The next issue will include follow-up information on the workshop, including a summary of comments submitted by workshop attendees in response to the question: "What are the leading issues and concerns in park and visitor protection for the Eighties?")

—Stan Robbins  
and Jim Brady

## Message (cont.)

While I believe the survey was accurate as a cross section of employee concerns, it is nonetheless not statistically valid. I hope that in the future we can obtain a return rate of 450 to 500 responses on questionnaires (or 50 to 60 percent of the membership), which would represent over five percent of permanent Park Service employees. I believe this first questionnaire served its purpose by providing an accurate cross section of views. Future questionnaires will be constructed so that they will obtain the precise information desired and be statistically valid.

The responses to the questionnaire conveyed more than information to me as I read them. What came across was not a feeling of hopelessness, but a sense that money issues facing us today are correctable and manageable if we continue to work hard and present our positions based on the thoughtfulness of reason and argument, developed and supported by the experienced and concerned employees represented by this Association.

One final thought. During this Rendezvous you will be nominating a new president, a secretary, a treasurer and five regional representatives. It is extremely important that you consider several factors in your deliberations. The Association needs as officers and board members not the "best rangers" in the sense of particular ranger skills, but rangers or superintendents who can articulate the needs of the Association and carry forth and act upon the concerns of the membership as they relate to the office of president of the Association. I would counsel you to strongly consider those candidates whose reputations convey credibility, whose actions convey professionalism, whose knowledge of government and the system would allow them to unlock doors, and whose demeanors in the discharge of their duties would not jeopardize or alienate this organization from the Service's leadership.

These comments conclude my introductory remarks to you. In closing let me say it has been an honor and a privilege to serve as your president and I thank you for the experience.



## Evening Sessions

Optional presentations on the state of the revisions to 36 CFR and on stress among Park Service rangers in law enforcement were presented, respectively, on Sunday and Monday nights. The former was given by Maureen Finnerty and Carl Christensen, who have worked on the revisions for several years; the latter by Flip Hagood, who was closely involved with the stress survey.

### 36 CFR

The proposed revisions to 36 Code of Federal Regulations have now been in the works for six years, having been initiated by Carl Christensen's 1976 proposal to delete management categories from the regulations. The idea of a more substantial re-write grew until November 1980, when a 15-member task force was formed and met to revise sections 1-3 of Title 36. Several field reviews and revisions of their proposals followed, leading up to the publication of the proposals in the Federal Register in mid-March 1982. Almost 2000 comments were received from federal, state and local agencies, individuals, private organizations and Service personnel during the ensuing four month comment period. All comments received equal treatment and were reviewed on their merits. The Director was to be briefed in mid-November, and Assistant Secretary Arnett by early December. It is hoped that the regulations will be published by late winter, with the intent that enough time remain for the working out of fines with the courts before the summer season begins.

Most of the comments that came in—1,700 in all—concerned trapping in the parks, and ran 15-1 in favor of the Service position of permitting trapping only in parks where the enabling legislation already allows it. Trapping cannot be allowed in other areas except by legislative means.

Concern was also expressed by inholders and other land holders that the new regulations would apply to private lands within proprietary jurisdictions, but this will not be the case.

In answer to a question from the floor, it was noted that the penalty provisions were not altered, as these may only be changed by statute.

Beyond these specific concerns, it is expected that the regulations, though subject to further shaping and refining, will remain essentially as printed in the Register.

## Stress

Flip Hagood presented a summary of some of the findings of a survey conducted at the Federal Law Enforcement Training Center (FLETC) on the effects of stress on Federal law enforcement officers. The intent of the study, which broke down the 350 responses into 15 different categories, was to validate the FLETC stress training program, to serve as a basis for course development and curriculum design, and to provide feedback to participating agencies in their efforts to reduce job related stress.

Respondents were polled on five general areas of stress. Those five related to administration, law enforcement tasks, self-expectations, outside influences and working conditions.

Although the sampled group included people from Customs, Park Police, U.S. Marshalls and other relatively high profile law enforcement agencies, the surprising result was that park rangers rated out highest in the first three of those areas.

Some possible reasons for these results were suggested by both Flip and participants at the session.

Administrative and organizational stresses, it was felt, stemmed from a lack of understanding and/or support for law enforcement by managers. Park Police stress may be lower in this area because of a better defined command structure and supervision by professionals in police work.

The source of stresses associated with law enforcement tasks in the Service were considered to be various. Among others were: anticipation of "the big one", particularly because major incidents are usually rare; concerns about working alone without backups or dispatchers; constant vicarious monitoring of problems via home radios and scanners; self-doubts about the ability to handle rarely seen incidents.

The problem of self-expectations, it was suggested, were caused by unrealistically high aspirations, sometimes aggravated by the Service itself, and by generally lower rankings of rangers doing the same work as a higher-graded people in other agencies.

Flip concluded by suggesting that these stresses might be reduced by information sharing, compliance with the new NPS-9, better systemwide communications, increased role playing in training sessions, more realistic expectations by rangers, and better on-the-job training.

Plans are in the works to sample another, larger group in the future. Full details of this study will be released in the future.

## Seasonals

The misconception that ANPR membership is reserved only for permanent protection rangers has been with the Association since it began in 1977, most likely because the founders tended to fit that characterization. But this has never been either the intent or reality of the organization, as the Constitution makes quite clear. Article III, Definitions: "In the Association, there shall be no distinction between Rangers, Technicians, Aids, Interpreters, or Administrators. The word 'Ranger' as used herein includes *all* persons performing the wide range of traditional ranger profession duties." Article IV, Membership: "Membership in the ANPR shall be open to *all* individuals interested in the National Park Service ranger profession.

The emphasis in both articles is on *all* Park Service employees and supporters. The current membership reflects this—seasonal and permanent interpretive and protection rangers of all grades, maintenance workers, administrators, senior management (including several superintendents, three regional directors, and past and present Park Service directors), and representatives from related professional organizations.

Yet the misconception persists, perhaps with greatest tenacity among seasonal employees. There are several thousand seasonals now working for the Park Service in every possible capacity. Seasonals are the bulwark of the System, doing the majority of public contacts, interpretive programs, law enforcement, emergency services, field resource management and so forth. Seasonals are often the most inspired of employees, with strong visions of the Service's mission and goals and with real energy and initiative. Seasonals provide new perspectives on traditional ways of doing things. They are, in short, vital to the National Park Service.

With this in mind, ANPR actively encourages seasonal employees to join and support the Association. At Rendezvous VI, a work group was established to find ways of improving communications with and increasing assistance to seasonal employees. The importance of this work group was affirmed by both the President and the membership during the course of discussion of the proposal.

If you are currently working as a seasonal, please consider ANPR as an organization that both represents and supports you in your work. The Association is interested in areas of concern to you and would like to hear your comments and proposals. Get in touch with your regional representative, the work group leader, or this newsletter. Come to the Rendezvous next year. ANPR wants to hear your voice.

## ANPR Board of Directors

### Officers

President	Mike Finley	Assateague
Vice President, East	Maureen Finnerty	WASO
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Rocky Mountains	Tim Setnicka	Grand Teton
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### Support:

EO Coordinator	Ginny Rousseau	Great Smoky Mountains
Marketing Coordinator	Tim Setnicka	Grand Teton
Editor, ANPR Newsletter	Bill Halainen	Minute Man

## Mailing label

Questions have arisen about the meaning of symbols found on the mailing label. Below is a sample label and explanation:

RAN0001 10/82 RMR YELL  
Simon T. Ranger  
Box 000  
Mountain WY 66666

Deciphered, this breaks down as follows:

- RAN0001: Identification number
- 10/82: Subscription expiration date
- RMR: Regional code
- YELL: Park code

All correspondence regarding membership, change of address and so forth should include your identification number, if possible. Missing or incorrect information should be brought to the attention of the Secretary.

Associate and non-NPS members will not have a park code assigned unless requested. Life member expiration dates are presently coded as MO/99.

## Association of National Park Rangers

☐ New Membership Application ☐ Renewal

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

Name \_\_\_\_\_ Title \_\_\_\_\_

Address \_\_\_\_\_

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

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

NPS Employees:

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

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

\*(WASO use NCR)

### Type of Membership (Check one)

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

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

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P.O. Box 222

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