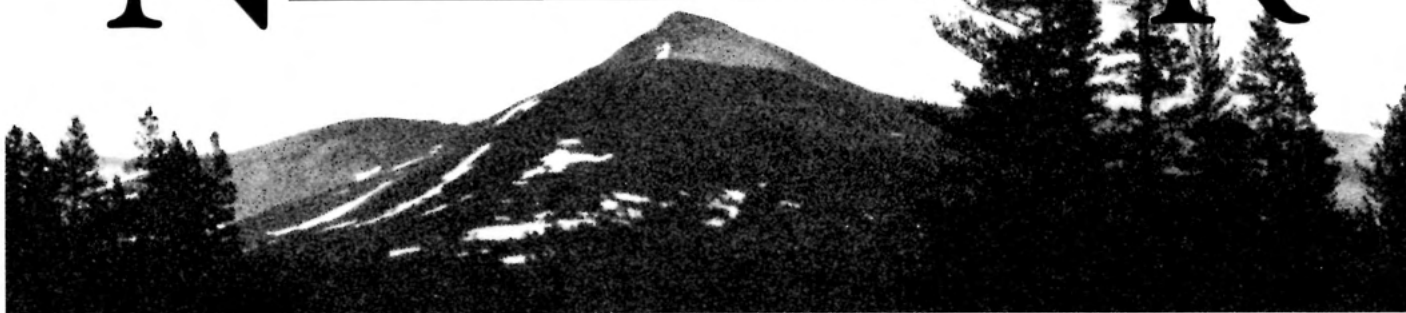


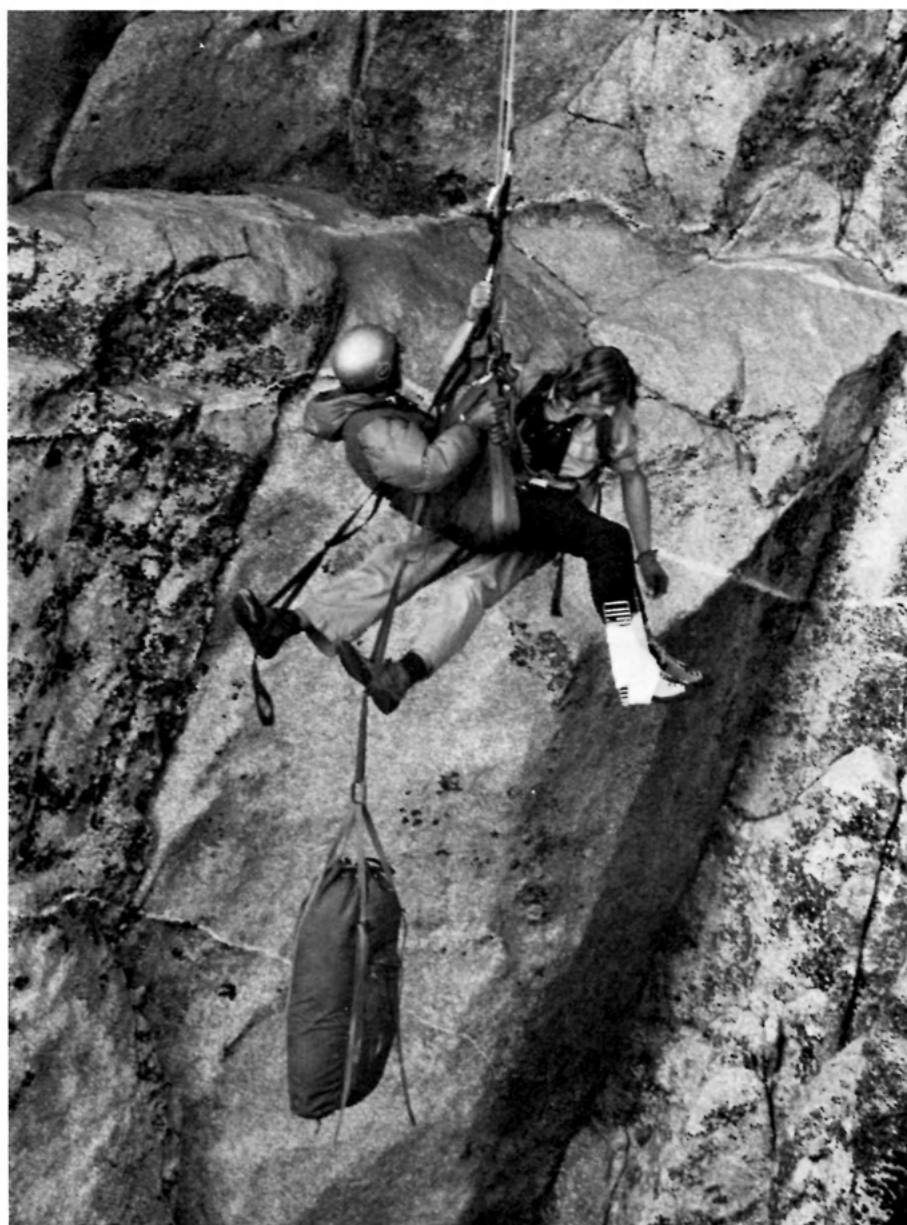
NEWSLETTER



THE ASSOCIATION OF NATIONAL PARK RANGERS

Volume V, Number 1

March, 1983



Expectations of Care: Setting Servicewide EMS Standards

John Chew, Shenandoah

Emergency Medical Service (EMS) in the United States has become a national phenomena. The concept of "appropriate pre-hospital emergency care", much like the computer business, is growing so fast that it borders on being out of control. Field skill levels are advancing at such a rate that certification and uniform standards can hardly keep up with them. There is so much sophisticated emergency medical equipment on the market now that supply catalogues take up several shelves in most EMT bookcases. Rescue squads no longer have plain old ambulances; now, instead, they have mobile intensive care units, crash trucks, basic life support vehicles. The days of the dual purpose ambulance/hearse are gone forever.

A lot has happened since 1968, when eight physicians who recognized the potential of emergency medicine founded the American College of Emergency Physicians (ACEP). This group, which now numbers 11,000 doctors, met at their annual scientific assembly last year and reported an interesting statistical profile of current emergency services in the United States. It counted approximately 15,000 board certified emergency doctors, 70,000 emergency room nurses, 430,777 registered Emergency Medical Technicians (EMT's), 23,007 intermediate EMT's, and 32,074 paramedics. ACEP also reported that emergency rooms throughout the country now handle about 82 million visits per year.

Tim Setnicka

Emergency medical care and technical rescue of climber 1000' down the face of El Capitan in Yosemite.

Continued on page 8

Letters

Editor:

Words and phrases often have hidden meanings that create problems for us all when used without clear knowledge of the effects of those meanings. Although an individual may be aware of the problems and not intend to convey a particular message, it is still important that we try to stay away from phrases and words that are potentially damaging. Witness the use of the word "girls" when referring to "women" who work in an office.

At Rendezvous VI, Director Dickenson said that we're presently in a time of change, and suggested that the word "threats" as it applies to the parks could be appropriately replaced by the word "influences". "Threats" is a word that reflects the perspective of Park Service people and not that of more objective observers.

At the cooperating association conference, Dave Dame suggested that "interpretation" might be more easily understood by the public if we used the phrase "visitor services" instead. How many of us have been asked "What language do you interpret?" when we referred to ourselves with that fine phrase that means a lot to us but little to others?

Tony Bonanno feels very strongly that "law enforcement" should almost always be replaced by "visitor protection" when referring to Park Service activities in that area. Most protection rangers also perform safety, search and rescue and first aid duties along with their more police oriented tasks.

Bill Dwyer suggests that the standard Park Service phrases "visitor protection" and "resource management" should be flipped to read "visitor management" and "resource protection" in order to more properly reflect what we in the Service do.

The words that give me problems in certain contexts are "ranger" and "interpreter", particularly when used as mutually exclusive terms. The division that is insinuated and reinforced by that usage is not valid and creates problems for many of us. There are rangers who do interpretation and rangers who do protection and probably many more who do both. "Ranger" should never be used as a term that excludes those rangers who do another aspect of the ranger profession than visitor protection.

Not all may agree with this perspective, and many will think it's rather picky to waste time writing about them, but we all need to be sensitive to the detrimental effects of ill-advised terminology. At least it's something to think about.

Jim Tuck
Cabrillo

Editor:

Gratitude followed astonishment this morning as I learned of being made an honorary member of the Association of National Park Rangers. I would appreciate your conveying my sincere thanks to the membership.

I read, with great interest, that I, "Virtually single-handedly...insured that the early publications were of the highest quality..." The record needs to be set straight. First, there were many hands involved and most were busy pouring "refreshments." These intense editorial sessions took place under Rick Gale's direction but it is only fair to acknowledge the contributions of Jim Brady, Rick Smith, Tony Bonanno and others. They deserve as much credit as I do for the typos, miscredited photographs, crooked pasteup, missed deadlines and budget overruns.

Seriously, it was a pleasure to play a small part in the enterprise. The ANPR has, in a short period of time, made a real contribution to furthering professionalism and esprit-de-corps within the National Park Service. It has provided a valuable forum for generating ideas and translating them to workable solutions.

I would like to think of my involvement in the newsletter as another example of how cooperating associations can work with NPS employees to better serve the parks and the visiting public. Cooperating associations, for over 50 years, have played a significant role in helping the NPS achieve its interpretive and educational goals. I hope that cooperating associations and the ANPR will retain a close working relationship in the coming years.

T.J. Priehs
Executive Director
Southwest Parks &
Monuments
Association

Editor's Notes

You will notice a few changes in the Newsletter as you read through this issue. Since the Rendezvous, a continuous discussion has gone on among board members regarding the structure and outlook of the Newsletter. As a result of these musings, a consensus has been reached on the format of this publication.

The Newsletter will be built around a three-part framework: Association news and business, professional news and information, and features on new ideas, current topics and evolving philosophies. The articles in this issue all fall within those three areas. Most of the general sections will be repeated in each issue, with the objective of providing regular and timely information to professional National Park Service rangers.

You'll also note a bit of advertising. The board has mandated advertising in order to make the Newsletter more self-sufficient, and there will be more of it in future issues. Specifics are still being worked out. All advertising, however, will be kept to a minimum and limited to outfitters and other suppliers of professional goods and services.

Those of you interested in contributing to the Newsletter should look at the individual sections and the informative content and style of the features as appropriate guides for both style and content. Contributors should contact the editor with ideas before making submissions. Please don't hesitate to write or call if you have a possible article. The Newsletter relies heavily on contributors, and will continue to do so for the foreseeable future.

And remember—the next deadline is May 5th.

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Editor: Bill Halainen, Minute Man
Composition: Vicki Waisnor
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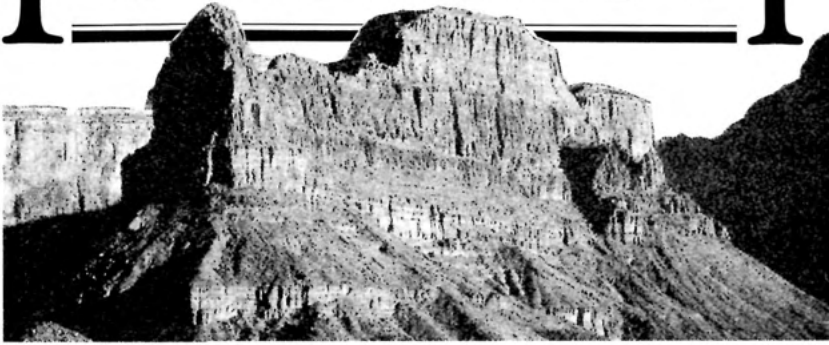
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A MESSAGE FROM THE PRESIDENT



resource management, employment of computers, seasonal hiring, and revisions to 36 CFR. Some of these are problems that the Service and individual rangers had been grappling with for years without noticeable progress. The membership of the Association, by virtue of creative energy, dedication and a common bond, has often been able to provide the Service with field insights, field solutions and strong field support in these areas which have not previously been available.

But there are new problems and challenges on the horizon which will need our expertise and the forum which we can provide for their expeditious solution. Issues of concern that we as an Association have identified include dual career problems, revisions to NPS-9 and the case incident reporting system, evolution of the management identification and development program, synthesis of the BEE and KSA systems, and future roles for the Association's regional representatives. In addition, we will be coming forth with a proposal for a suitable memorial for the late John Townsley, superintendent of Yellowstone. Chairpersons for these work groups are identified elsewhere in this Newsletter. If you signed up for a work group at Fontana, your name will be forwarded to the chairperson. If you were not at the Rendezvous but would like to become involved in any of these work groups, please contact the chairperson with your ideas and suggestions.

The idea that we as rangers are much like the fabled mountain men and women of the last century is not a cliché. Many of us spend months in lonely assignments. We come together once a year for a few days of learning, exchanging ideas, and maybe a little imbibing. I believe that the analogy fits, whether you happen to be assigned to a remote wilderness park or a crowded urban park. The urban assignment, in fact, might in many ways be the more lonely of the two. This Association has and will continue to bring our divergent interests and talents together for our collective benefit.

I believe that we can all look forward to the coming year with a great deal of hope, confidence, and optimism. As rangers, we have not in the past and will not in the future expect the National Park Service or any other entity to solve our problems for us. We're rangers, and to me that means that we can solve most of our own problems, that we have a lot of the answers, and that we can take care of ourselves.

I think that this is a great adventure, and I look forward to working side by side with each of you in the year ahead.

It is a real pleasure for me to be serving as your president. The messages of support and encouragement which I've received have been very heart warming, and will, I'm sure, serve to encourage me to work hard for you and for this Association.

Since its inception in 1977, I have felt that the Association has been the greatest thing going for rangers of all specialties and in all locations. I have also been firm in the conviction that as a group we have tremendous creative energy to devote to solving some of the communication and other problems that exist in the National Park Service today. I believe that we can look back over the last five years and say that we have been successful in doing some things that probably would not have been done were it not for this Association.

Of all our achievements, and I think that there have been many, perhaps the greatest success that we have achieved has been the bringing together of rangers from the East, West, North and South into one common social and professional endeavor. Our social aspects have become well known, and in some cases legendary. Those of us who have experienced the spirit of the annual Rendezvous can attest to the positive and beneficial spirit of cooperation and communication that we have all felt as a result of the combined social and professional interchanges that occur during these sessions.

Although the first Rendezvous at Grand Tetons was conceived as primarily social in nature, it soon became obvious

that there were many professional issues on the minds of those in attendance, and this has become more and more apparent



*Ron Cornelius
President Dick Martin, Yosemite.*

at each succeeding Rendezvous. The major professional issues which we as an Association have addressed have included the 025/026 issue, quarters management, defensive equipment and uniform policies, emergency medical service standards,

Washington

Quarters rental rate adjustments

The Association has commented on isolation adjustment factors and rental adjustments for invasions of privacy in a letter to George Gowans, chief of maintenance and administrator of the Service's housing program.

The Park Service has been developing isolation adjustment factors to replace the old Unusual Transportation Cost (UTC) adjustments as a more realistic way of recompensing rangers who live in locations that are in some degree remote or difficult to reach. These adjustments, which OMB has said may not exceed two-thirds of the monthly base rental rate, will be based on a system proposed by the Forest Service. This system works as follows:

Employees living in isolated situations are permitted an adjustment for one round trip per week (average 4.33 per month) to the nearest established community. Points per mile for remoteness are allocated in five categories: paved roads (1 point); unpaved but improved roads, or roads that are hazardous at least four months of the year (1.6 points); unimproved roads, or roads that are hazardous at least six months per year (2.2 points); water travel (5 points); air travel (8 points).

Miles traveled are multiplied by point factors, then added up as total one way points. This sum is multiplied by an isolation adjustment factor of 1.948, which was calculated by multiplying 2 (to give round trip distance) by 4.33 (trips per month) by \$.225 (the current GSA per mile allowance). The end product is the amount deductible from the ranger's monthly rent.

An example: A ranger living 65 miles by paved road and 10 miles by unpaved but improved road from a community, all of them hazardous more than four but less than six months, would have 75 miles in the 1.6 point category. This multiplies out to 120 total one way points; multiplied in turn by 1.948, the monthly adjustment comes to \$233.76.

The only additional provision is that total one way points must be greater than 30, and may not exceed a ceiling of 150 points. There is no minimum, however, for trips by water.

The Association has suggested four additions and adjustments to this system, all to be given 10 points valuation: a trail category for rangers who have to travel some portion of their trip by foot or horse, a water category for those who must travel some portion by hand powered

water craft, and air and water categories for employees whose travel by those forms of transportation depends upon commercial or government scheduling and convenience.

The Association's proposal also calls for adjustments for invasion of privacy by radio as well as by telephone, and suggests increased deductions above the current 10 percent rate.

Points for each type of intrusion would be as follows: official VIP visit (5 points); public visit (2 points); telephone call (1 point); radio call (1 point); radio monitoring (5 points per hour). Total monthly intrusions of each type would be logged and the points tallied. For each sum a certain percentage could be deducted from the ranger's rent:

Points	Percent deduction
30	8
35	10
40	12
45	14
50	16
55	18
60plus	20

Here's an example of how this system would work: A ranger whose average monthly after hours contacts included two VIP visits (10 points), ten public inquiries (20 points), and twenty telephone inquiries (20 points) would have a total of 50 points, for an authorized deduction of 16 percent.

Deducting for required occupancy

Two items often sought after by rangers filling out their income tax forms are the

IRS regulations on deducting rents from gross income and the legal citation supporting those regulations. Here they are.

IRS regulation 1.119.1 (b) says, in part:

"Lodging. The value of lodging furnished to an employee by the employer shall be excluded from the employee's gross income if three tests are met:

- (1) The lodging is furnished on the business premises of the employer,
- (2) The lodging is furnished for the convenience of the employer, and,
- (3) The employee is required to accept such lodging as a condition of his employment.

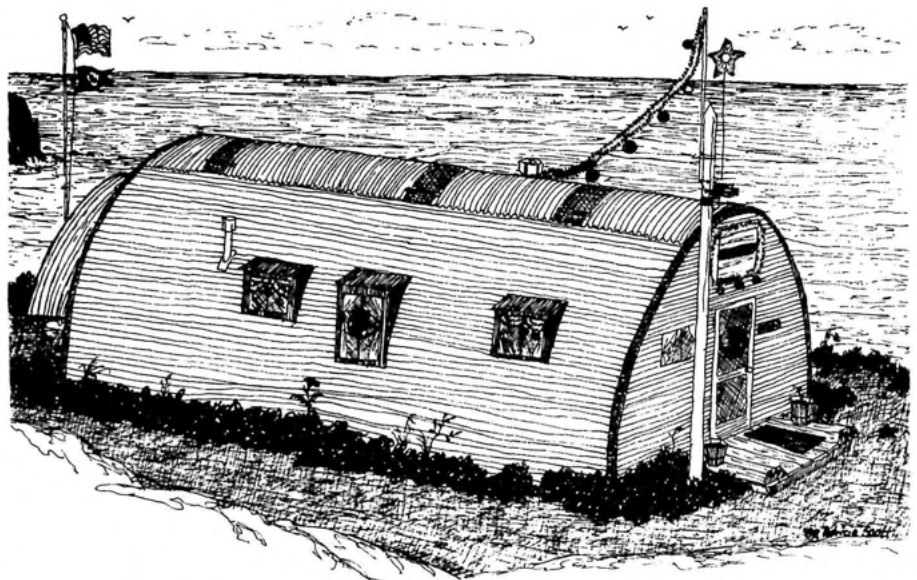
The requirement of subparagraph (3) of this paragraph . . . means that he is required to accept the lodging in order to enable him properly to perform the duties of his employment."

The legal citation is "Boykin v. Commissioner of Internal Revenue, 260 F. 2d 249, U.S. Court of Appeals, Eighth Circuit, Oct. 30, 1958."

Management Efficiency Planning

For those of you not familiar with the requirements of the important new Management Efficiency Planning program, here is a brief summary of its elements.

The overall intent of the program, Director Dickenson has stated, is "to create new management and administrative mechanisms that will increase our opportunities for becoming more self sufficient." This trend, he has said, is "clearly the direction of the future."



Housing at Channel Island. The proposed adjustments to quarters rental rates will apply to such isolated locations.

Patty Scott

Six approaches to this objective have been defined—increased private sector support, pursuit of contracted services, employment of volunteers, establishment of user fees and charges, promotion of opportunities for concessioners to “provide needed and useful services”, and the assessment of park operations for “productivity enrichment.”

The much-talked-about Santa Monica catalogue, a successful shopping list for items to be donated by the public, was prepared in accord with the guidelines established by this program. Many other approaches have been suggested in the director's memorandum, and a comprehensive report on the implementation of these programs is planned for a future Newsletter.

The strategies developed in the field will be incorporated into the performance appraisal process. Each superintendent will have “one critical performance element which specifies the accomplishment of management activities in the park” in fiscal 1983. Regional directors will also have one critical element relating to the accomplishment of the program's objectives in their region during the same period.

Uniform upgrading

The Servicewide committee on uniforms will probably meet this Spring, and any ranger with suggestions for changes in policy or uniform items should contact his or her regional uniform coordinator as soon as possible.

Roger Siglin, Southwest regional representative and committee member, has been exploring alternatives to the Class A dress wool pants, and has made two suggestions for changes to Linda Balotti, the Service's uniform coordinator. She has informed him that Bob Gates of R & R Uniforms will be presenting some alternatives for consideration at this coming meeting.

36 CFR revisions

The analysis of the nearly 2,000 public comments made on the proposed revision has been completed, and changes have been incorporated into the document. The final rule is undergoing departmental review, and it is expected that it will be published on April 1 and made effective on May 27. If the publication date of April 1 is not met, the regulations will be published no later than June 30 and made effective after Labor Day.

Implementation materials and information on changes, new provisions and so forth are also being prepared and will be distributed to the field along with the final regulations.

In Print

Beginning with this issue, the Newsletter will be providing the readership with short summaries of articles, books and other publications of interest to professional rangers, who often do not have time to keep in touch with all sources of information available to them. If you see articles that you think might be of consequence, forward them to the Newsletter; if you have a possible book review, please contact the editor.

Periodicals

The November 1982 issue of the *Journal of Forestry* has an article by Jay Heinrichs entitled “Cops In The Woods”, which is an interesting examination of the Forest Service's growing law enforcement problems and their attempts to come to grips with them.

At the heart of the problem, says Heinrichs, is that Forest Service (and BLM) rangers are “responsible for large, isolated tracts, (and are) facing down a growing threat with limited authority.” With only a few regulations aimed at “social” problems and large areas under proprietary jurisdiction, these rangers are facing increased crimes against people and environmental damage associated with wilderness marijuana farming, illegal timber harvesting, squatting and boundary encroachment. Assaults against Forest Service employees increased fourfold between 1971 and 1980, when 147 cases were reported, and the situation appears to be worsening due to hard economic times.

The article then details a number of approaches being made to rectify the problem: Increased law enforcement training at FLETC and with local agencies; development of a comprehensive, computerized information and incident reportings system called LEMARS (Law Enforcement Management Reporting System); and federal support to cooperating agencies through the Cooperative Law Enforcement Program, which is now suffering from funding cuts.

A GAO evaluation of the Forest Service and BLM, however, has called for the further escalation of law enforcement activities by those agencies, and has suggested that they use the Park Service as an example worth following. Money for upgrading operations is in short supply, though, and Agriculture, while admitting to the reported problems, has noted that law enforcement can be upgraded only by taking money from resource budgets.

Joseph Sax, author of *Mountains Without Handrails: Reflections on the National Parks*, has written a pair of articles

in *Natural History* suggesting innovative approaches to concessions management and the creation of national parks.

The June 1982 piece, “Free Enterprise in the Woods”, examined the Park Service's experiences with concessioners, from James McCauley, who in the 1870's entertained visitors at his hotel on Yosemite's Glacier Point by tossing chickens over the edge (they floated harmlessly to the Valley floor), to the sophisticated operations of the conglomerate-owned businesses found in the larger parks today.

While noting the potentially deleterious side effects that come as a “consequence of unbridled free enterprise in the parks,” Sax also expresses concern for the problems concessioners face in functioning “both properly and profitably” in a regulated environment. The only real alternative to private operation would be Service-owned and run concessions, which, he says, is not realistic because Congress has never been keen on getting involved in private business and the acquisition costs would in any case be prohibitive.

His proposed resolution of this dilemma would be a return to the approach used by Steven Mather in the Service's early years. Mather convinced businesses to build high-quality hotels and “operate them as showcase examples of fine service at reasonable prices.” Most were built by railroads, who ran the hotels at a loss but made up for it on passenger fares. Large corporations today have become important patrons and sponsors of radio, public television and the arts.

“May we not hope,” he asks, “that major companies can be persuaded to underwrite facilities—without direct advantage to their balance sheets—that would offer visitors services of a quality and dignity suitable to the crown jewels of America's landscape?”

Sax contends that, with such an approach, the concessioners problems with profitability, quality and appropriateness of activities could be handled in a manner consistent with Congress' goals for the national parks.

Writing again in the August 1982 *Natural History*, Sax examines the French regional park concept in an article entitled “In Search of Past Harmony.”

He opens with an evaluation of American attitudes toward wilderness. Because of our history of exploitation of nature, we have come to look upon national parks as areas where, insofar as is possible, there should be “no evidence of human activity.”

“It hardly seems too strong to suggest that our parks are an act of expiation for our past sins,” he says, and contends that this perspective has led to a philosophy of management wherein conflicts develop between human activities and the need to protect nature.

As an alternative, he suggests an approach in which "the basic task of park management is to harmonize those interacting communities rather than treat the human presence as an intrusion and a threat." The French, in fact, have already developed this idea into a very interesting regional park system.

These parks (twenty at present) have been created in attractive rural areas that have been as yet substantially unindustrialized. Communities there are already living in "sustaining relationships with the natural world around them," so parks have been created incorporating them into the overall plan. Both natural resources and traditional community life are thereby protected.

In these regional parks, local families provide lodging, thereby precluding the need for visitor facilities. Trail systems pass through towns and farms as well as wooded areas. Traditional crafts, traditional agriculture, and historic restorations are encouraged. A variety of low key educational and interpretive activities are provided to visitors. All these activities are supported and to some extent financed by park managers.

While Sax acknowledges that the French model may not be entirely adaptable to American realities, he believes that there are some ways and places in which it could be implemented.

"Whatever the ultimate balance sheet shows, the establishment of the French intermediate parks is among the most challenging and innovative efforts of recent decades to restore harmony in the practical setting of living communities," he says. "As harmony between people and nature becomes increasingly a central need in park management, the achievement of that harmony must become an explicit mission of park managers."

Although a year and a half old, the September 1981 *Police Magazine* article by Dave Johnston on "Keeping the Peace in the Parks" is relatively unknown in the Service and worth mentioning.

Johnston, a reporter for the *Los Angeles Times*, has written a concise, insightful look at the law enforcement problems which the Service faces in the Eighties.

He opens by noting that reported serious crimes are up dramatically Service-wide from 5,545 in 1971 to 9,074 in 1980 and that even these figures are probably too low, since travelers are less likely to report crimes than those at home. Most occur in the larger parks and in the Washington, D.C. area (nearly 100 smaller units, in fact, reported no Part I crimes).

Johnston details the workings of Park Police and protection rangers, then points out the differences between them in background and perspective. He also com-

ments on the problems which protection rangers have had with the shift in focus from the traditional ranger image to one in which law enforcement is a major constituent, and explains that "enforcement rangers are still given broad discretion in enforcing the law" because of a need to react to a wide variety of situations, from frequent innocent violations of park regulations to the most serious felonies.

The change in the Service's perspective is detailed through an examination of the problems which Yosemite has faced, beginning with the infamous Stoneman's Meadow incident in 1970 ("the only riot in the history of the Park Service") and culminating in a description of Yosemite's present sophisticated court system, where 522 people were booked in 1980 on a variety of serious charges.

Present and past Association presidents Dick Martin and Mike Finley are also quoted at length in the article concerning the philosophy and future trends for law enforcement in the Service.

If you haven't yet seen or heard of *Thunderbear: An Alternative NPS Newsletter*, which is now up to issue number thirty, it's about time you got yourself a subscription.

P.J. Ryan, John Muir NHS, is writer, editor and sole owner of this indispensable publication, which offers a view of the Service which is humorous, insightful and slightly less than orthodox. Over the last few years, Ryan has explained why God created the Department of Interior and how you can raise supervisors "for fun and profit" (a continuing series), and

demonstrated how interpretation can be made self-supporting through the installation of video game machines in visitor centers. Along with his faithful sidekick, the mighty Thunderbear himself, Ryan has examined every aspect of the Park Service and found nothing (including the Secretary) too sacrosanct for his singular analyses.

Thunderbear can be obtained by sending \$10 for 12 issues or \$5 for 6 issues to Thunderbear, Box 2297, Martinez, California 94553.

Books

Making It Together as a Two-Career Couple by Marjorie Hansen Shaevitz and Morton H. Shaevitz. Houghton Mifflin Co., 1980.

At Rendezvous VI, members directed the Association to develop a position paper on the subject of dual-career National Park Service marriages. Almost 60 percent of all American couples are now two-career couples, and information is needed about the number of couples which exist in the National Park Service wherein both partners have significant commitments to Service careers. What effects do such commitments have on advancement, mobility, and job or even marital satisfaction?

We need to identify resources to help employees and their spouses, supervisors and personnel specialists deal with these unique problems, to analyze the benefits of dual-career Park Service marriages, and to suggest ways of removing any work or attitudinal barriers which may exist. One resource which is presently available is *Making It Together as a Two-Career Couple*.

In their book, the Shaevitzes discuss the problems of coping with the realities of a dual-career relationship—making decisions on job relocations, promotions, and new opportunities; resolving the problems associated with rules concerning nepotism and conflicts of interest; and dealing with the complexities of working in the same field or for the same agency. These special challenges are different from those arising from conflicts in managing the household, finding good child care, parenting and dealing with finances.

Practical suggestions on how to deal with all these issues are given. The authors present a series of problem solving and decision making techniques, and describe various solutions that other dual-career couples have arrived at and employed.

The chapter dealing with career mobility and the problems associated with working in the same field is probably the one most relevant to the situation which

THUNDERBEAR

AN ALTERNATIVE NPS NEWSLETTER



The mighty Thunderbear.

Park Service employees find themselves in. Research data and the authors' experiences in counseling have convinced them that opportunities to work in similar careers or areas will "tend to increase productivity in both partners and . . . heighten their satisfaction in their work." A couple working in the same field will likely share a variety of interests and the special empathy that comes from understanding the kind of pressures generated by each others' work. The authors conclude that "working in the same field can enhance career development for both partners (assuming barriers in the work environment can be dealt with)."

Partners further benefit by being part of a social-professional network in which information is shared and in which each can profit from the exchange of ideas and the testing out of each others' premises and conclusions. Couples with common careers can often share professional events (such as a Rendezvous) and thereby have more opportunities to be together.

The book also helps to dispel obsolete and counterproductive beliefs such as the conception that marriage between professionals ultimately destroys the marriage and the professional advancement of each member.

This book gives basic information based on data developed from research and the authors' extensive discussions and counseling sessions with two-career couples. It is highly recommended reading.

The book may be obtained by mail order from the Institute for Family and Work Relationships, 1020 Prospect, Suite 400, La Jolla, California 92037. The cost is \$8.95 plus \$.86 for postage and handling. The Institute's number is 619-459-0155.

Lea Tuck
Cabrillo

"There are some very dedicated, competent people with great skills who labor away in the realms of bureaucracy. And if you make that choice and you are a person with ideals and values you will have to settle for very small achievements, very small gains. Nonetheless, the gains that you make are real gains."

Poet Gary Snyder
The Real Work

Rangers In Fiction

Park rangers—and their Forest Service brethren—have cropped up in fiction from penny novels to the present. We have oft times been romanticized, occasionally villified and, now and then, satirized. The following excerpt from Richard Bradford's *So Far From Heaven* (Pocket Books) is the first of a series of at least two (anyone know any others?) examinations of how we are perceived in the popular imagination.

Bradford's novel, set in Texas and New Mexico, deals in part with regional disputes over land and its ownership. The Park Service, as a land managing agency, gets involved in a tangle of politics too complicated to explain here.

But the opening scenes take place in a park sounding suspiciously like Bandelier, and introduce a ranger who's familiar to us all.

What follows is a short excerpt from Bradford's book:

"Cumbre National Monument was a twelve-mile ribbon of land along both sides of a mountain stream in Cumbre Canyon, one of a hundred streams that drained the Floridita Mountains. Two Park Service Rangers and their families lived there, as well as a permanent population of mule deer. In the summer, a concessionaire sold souvenirs and soft drinks, but she closed her shop at night and went home. Until the snow fell, there were always forty or fifty families of overnight campers strung out along the creek bed, burning frankfurters and getting woodsmoke in their eyes, a privilege for which they paid the National Park Service a dollar a night.

The Cumbre National Monument was not so gaudy an attraction as the Grand Canyon, nor so bear-ridden as Yellowstone. It sheltered a tiny, fortresslike Indian village—abandoned since the twelfth century—and some cliff dwellings carved into the soft sandstone canyon walls, where the Indians had holed up during raids . . .

The Ranger on duty that evening, a tall knobby young man named Fletcher Arbuckle, was adding a column of depressing figures in his little office behind the museum's display cases. His wife, Betty, was pregnant. She was also, he feared, getting solitude-happy, the occupational disease of Rangers' wives. She had begun talking to herself, with considerable vivacity, and she had begun not to talk to Fletcher. Sometimes she talked to the unborn baby.

Fletcher's figures kept coming up \$5,300 before taxes. Forty-eight hundred of it was his salary. Betty's income, from a trust fund, was \$500. That was the addition. The subtraction was the gloomy part, including as it did the forthcoming baby, another year of graduate school for Fletcher, some dental repair for Betty, and reweaving a pair of Fletcher's uniform trousers, which he had torn while rescuing a terrified tourist from a seven-hundred-year-old grain-storage cubicle in the cliffside. Unless Fletcher did without fripperies like food, the subtractions amounted to \$5,760.

Earlier that evening, a camper had knocked on the museum door to tell Fletcher that a bear had raided his grocery box. Fletcher walked back to the camping area with the man, shined his lantern about the scene of the robbery, explained that bears seldom left porcupine tracks, and returned to his office . . ."



Fletcher Arbuckle investigates the scene of the crime.

Patty Scott

Expectations of Care: Setting Servicewide EMS Standards

Continued from front

Where does the National Park Service fit into the contemporary scheme of things? Have we kept pace with the current trends? Are we providing the appropriate pre-hospital care that the public has come to expect—that “reasonable level of expectancy” we so often hear about? Are we clear on what the policy and philosophy of the Park Service is in regard to its responsibility for providing emergency medical service to visitors, employees and concessioners? Do we have a handle on what we are doing and where we are going?

In order to properly consider these questions, we first need to look at the evolution of emergency medical care in the parks.

Emergency medical services in the national parks date back to our very beginnings. The Army provided medical support for Yellowstone at Mammoth, and for Yosemite in the Valley. They built the first hospital in the latter in 1912 and ran it until 1926, when Lewis Memorial Hospital was built and staffed with civilian physicians.

First aid, the term we used before EMS, has always been part of a ranger's job. We have always supported the concept that visitors are invitees within their own national park system, and that the Service has a responsibility for their well-being while they are in the parks. Historical records show that rangers have always provided first aid and transportation of the sick and injured, whether by horseback, buckboard, pickup or modular ambulance. In some areas, rangers have even pronounced death and buried the visitor's remains.

First aid techniques and procedures in the parks remained essentially unchanged through the Sixties. For the most part, we paralleled what was going on in the local communities, doing the best we could with what we had. The “you call, we haul, that's all” principal of pre-hospital care was accepted practice throughout much of the country. EMS as we know it today began to evolve late in that decade. Paramedic programs in Miami, Seattle and Pittsburgh received much recognition, cardio-pulmonary resuscitation training classes became widely available, and in 1969 the National Highway Traffic Safety Administration developed under contract the current Emergency Medical Technician

-Ambulance (EMT-A) program. In 1970, the National Registry of EMT's was born.

With the Seventies came the EMS revolution. Paramedic programs became commonplace in the early years of the decade in large metropolitan areas, and by the late Seventies, intermediate programs had evolved in rural areas of the country. Since then, EMT II, EMT intermediate, I.V. Tech, Cardiac Tech and Shock-Trauma Tech have all developed as relatively new health care specialties. By 1980, most states had passed pre-hospital care legislation regulating ambulances and setting minimum standards for EMT-A's and, in some cases, paramedics. Only ten states, however, presently have legislation regulating advanced life support programs (that is, programs which utilize I.V.'s, medications and other techniques requiring the direction of a physician).

As EMS programs grew, governing bodies recognized the need for more coordination. As a result, local governments in many areas established EMS councils. Among other things, these councils, which are made up of local health care agency representatives, allocate federal grant money, coordinate EMS at the regional level, evaluate EMS systems, coordinate EMS training, and educate the public on the EMS system.

The National Park Service in the early Seventies also recognized the need to keep pace with the national trend in pre-hospital emergency care. Through an agreement with the United States Navy, the Service in 1972 began sending rangers to Camp Lejeune for EMT training. This training was available until 1975, when the administration of the EMS program was moved from the Office of Ranger Activities to the Office of Safety in WASO. Other training opportunities were investigated, but none developed. By this time, many local agencies were offering EMT classes of high caliber, and the parks started taking advantage of the program close to home.

Early in 1975, the staff at Albright Training Center, working with the Office of Ranger Activities, put together the first *Guidelines for Emergency Medical Care*. This document, often referred to as Freeman's Memorandum, was the first direction the field received specifically outlining levels of emergency care.

These guidelines established five levels of emergency care and set standards for certification. The Service's EMT program was specifically established, and the door was opened for more advanced programs.

Unfortunately, few programs were established between the EMT-A and paramedic levels. Several parks recognized the



Shenandoah EMT's employing MAST trousers, IV and airway to stabilize patient in cramped quarters.

Bob Panko

need for intermediate programs and struck out on their own. The level five standards were not specific and left a great deal up to local medical advisors. Several parks, such as Mt. Rainier, Yosemite and Sequoia/Kings Canyon, contacted local physicians, as directed in Freeman's Memorandum, and began to build programs based on their specific needs.

There was little effort to standardize an intermediate program during the mid-Seventies. The content of these individual programs was based largely on the interest of the medical advisor and the enthusiasm of the participants. Strangely enough, when those involved in these programs began communicating, they discovered many similarities in their approaches. Two parks, Yosemite and Sequoia/Kings Canyon, joined forces and attempted to standardize what is now called the park medic program.

Many parks have since adopted this program, yet there are still no Servicewide standards. Any similarities are largely the result of individual efforts to create consistency within the Service. There are several park medics who have now worked in as many as three parks with on-going medic programs.

The establishment of local park medic programs has been facilitated by the fact that some states are now offering EMT intermediate training programs of one kind or another. Where the original programs started from scratch, basic training may now be attained locally with additional training offered in the drug and environmental disease module (i.e., frostbite, AMS/HAPE and hypothermia, along with more clinical time) to complete the 100-plus hour course. Enough intermediate EMT programs have developed throughout the country for the National Registry to offer official certification at that level as of 1980. This certification assures the proper core training for park medic certification.

It appears, then, that EMS in the National Park Service is in good shape. But is this in fact the case? We can all take pride in the fact that the visitor is well cared for. Well-trained EMT's, park medics and paramedics provide top quality care. Those involved in EMS are involved in it because they enjoy it—a labor of love, so to speak. They study hard on their own time and are truly dedicated to what they are doing. So what are our problems and what are we doing to solve them, or at least mitigate them?

Our problems seem not to rest with the quality of care, but in administering an efficient program. The Service essentially has no program, and parks which have identified a need for one have struck out on their own, with little or no guidance from the Service. The emergency medical care guidelines promulgated in 1975 no

longer meet the needs of the Service, nor are they specific enough to be of much value in administering today's programs. Most regions do not have EMS coordinators, nor is there a coordinator in WASO. What is apparently needed is an EMS guideline that would standardize curricula, certification, recertification, revocation and reciprocity throughout the system.

Before the EMS revolution, first aid training revolved around Red Cross standard and advanced first aid certification, and we had few problems. Classes were standardized throughout the country, and an advanced first aid card was valid everywhere in the United States. With the advent of EMT training, medical control became an issue and the states began establishing specific standards for those who practiced within their boundaries. Unfortunately, there was little reciprocity.

The National Registry of Emergency Medical Technicians was organized at the request of the American Medical Association (AMA) to establish national uniform standards for EMS personnel and training. However, the Registry has only been marginally successful at best. At this time there are some 30 different levels of training across the country—either different levels or different names for similar levels.

If all the rangers in the Service worked in one state and that state had a viable EMS program, we would not have much of a problem. We would assimilate their standards, curricula and criteria for certification and have at it. The same would be true if all 50 states utilized the National Registry as the standard. It is the goal of many leaders in EMS throughout the country to do just that, but many feel that it is unrealistic to think that this is going to happen in the near future. Politics and difficulties over turf, revenue and control all interfere with our ability to reach that goal.

This problem is particularly apparent to the pre-hospital care professional who moves by choice to another state to further his or her career. That person may have to retake an EMT course, seek certification in the new state, and essentially start all over. This is not an insurmountable problem if you move once or twice in your career, but we rangers live in a world where we continually transfer from state to state. There are rangers currently in the Service who have had no less than five different EMT certifications, all requiring a fee, all requiring an exam, all requiring a great deal of time.

This is certainly not efficient, and does not necessarily make for a better trained EMT. The current Park Service guideline requires that EMT's be certified by the National Registry. This is fine for the 14 states that mandate the Registry, but may or may not be of value for the remainder.

In 1975, when those guidelines were written, it was hoped that the National Registry would be universally accepted, but this has obviously not happened.

The problem is compounded when EMT's move to intermediate programs, as no states mandate the Registry and only 13 use it to attain state certification for intermediate levels. The situation improves at the paramedic level, as 20 states employ it to attain state certification. Except in the 14 states which mandate the National Registry for EMT-A's, the Registry certification has little value in and of itself.

Many rangers involved in EMS feel that it is time for the Park Service to develop a full set of EMS guidelines similar in structure to NPS-9 or NPS-18. There's also a strong feeling that the Service should establish its own registry, which would set up standards, curricula and criteria for certification, recertification and revocation—in essence, an EMS commission.

Unfortunately, the Service has no clear authority for EMS within its areas. Title 16 U.S. Code, Section 12, states that the Secretary of Interior is authorized to aid and assist visitors in emergencies, and management policies offer some direction, particularly in the transportation of the sick and injured. But even these policies have been contradicted by a recent GAO decision which appears to direct the Service to charge for emergency medical services.

A Service-run EMS system would resolve many of the problems which we are now experiencing. A program in which the Park Service had total control over standards, training, curricula, certification, recertification and revocation would certainly benefit the Service and the visitor. Accomplishing this will not be easy, and may not even be possible because of our questionable authority and other political ramifications.

But the problem needs to be considered, and the issues raised in this article are now being addressed by an EMS task force. This group is attempting to gather data, identify problems, and draft EMS guidelines which will allow the Service to manage a professional and efficient EMS system.

If you have any thoughts or suggestions or can identify specific problems which should be addressed, please contact any of the following members:

Rob Arnberger	Channel Islands
John Chew	Shenandoah
Sherry Collins	Western Regional Office
Paul Fodor	Sequoia/Kings Canyon
Erny Kuncil	Grand Canyon
Terry Pentilla	Glacier
Tim Setnicka	Grand Tetons
Jan Wobbenhorst	Indiana Dunes

Interpretation: Two Perspectives on Future Directions

Managing Resources Through Interpretation

Elizabeth Oster, Cabrillo

As the current economic situation becomes tighter and the management of the Park Service focuses increasingly on channeling funds into protection of park resources, a real possibility has developed that interpretive activities will be dramatically reduced in the future. It is undeniably true that resource management and protection are legitimate priority concerns, but it is also true that interpretation can be of vital use in accomplishing those goals. Protection and interpretation are not mutually exclusive ideas.

Interpretive activities have been conducted for as long as there have been park personnel. Even though their job titles didn't identify them as information specialists, those first horse-packin', tobacco-chewin' "Crown Jewel" rangers interpreted park resources and the means for safely enjoying them to park visitors. Then, as now, field contact people operated on the principle that understanding a resource is an essential concomitant to its prudent use.

But even the most conscientious ranger can't watch over every visitor to ensure that necessary decaying vegetation won't be fed into campfires, that historic structures won't be decorated with graffiti, that bears won't be offered hand held dainties from the picnic basket. There are too many visitors, and in the volatile environments of park areas too many unsafe or destructive situations in which they can get involved.

Of necessity, we resort to safety notices, wayside exhibits, interpretive programs and written material to communicate the equally important messages of safety and minimum impact. We can't expect all of our visitors to know the rules of "our" territory. Parks encompass too many possibilities that are outside of the average person's experiences. Survival in Wichita or New York or Los Angeles calls for an altogether different order of human-environment interactions than those needed to cope with a pack trip to the bottom of the Grand Canyon. We also can't expect the rules to be followed without fostering a desire to comply on the public's behalf. They've got to want to do it because we can't be there to make them do it.

Most visitors want to cooperate with our resource management policies and express a strong, often emotional sense of value for the areas we manage and for our role as conservators. In most contacts with violators, a simple explanation as to why we don't want downed wood burned or potsherds taken home is appreciated. The typical response in such an encounter is initial surprise that a negative act was being performed, followed by a desire to "do the right thing."

A good example of this can be found in an incident reported by Gail Gensler in a study she prepared for the University of Washington's College of Forest Resources.

Over a ten year period, visitors to one of Mount Rainier's meadows had crisscrossed the area with "social trails", some of which ran straight up and down slopes and caused considerable damage due to subsequent erosion. "Trail Closed" signs and jute matting were installed to alleviate the problem without success.

"When park personnel asked visitors why they were not obeying the signs, visitors replied that they did not understand the signs and were therefore making their own decision on use," Gensler reports. Some thought the jute was there to provide better traction, some thought these trails were closed only to less able hikers.

The signs were then changed to read "Closed For Meadow Rehabilitation", brochures were printed to explain the problems, and an alternative nature trail was set up. Rangers soon reported that the problem had been "95 percent reduced."

Most of our visitors act in good faith while inadvertently damaging resources. As the above example indicates, a "don't" unaccompanied by a "because" can easily be misinterpreted or ignored. In this instance, however, a resource management message was transmitted in a manner that stimulated willing compliance.

Equally important from a management perspective, the interpretive solution did not require deployment of salaried staff on enforcement patrol. There will no doubt always be those who do as they please in parks, undeterred from destructive and illegal acts by signs, interpretive displays or citations. But most of our visitors aren't like that, and will heed our messages if we'll take the time to communicate them.

An opinion held by many, with varying degrees of intensity, is that interpretation is "nice". Period. Things that are just "nice" get the axe when funds are slim, and it's easy to see why. As a co-worker recently pointed out, people will likely notice shortages in staff and materials in divisions like maintenance and protection long before they'll notice an absence of interpreters.

Dirty buildings and stolen purses have an immediate, tangible and negative im-

pact. So do trampled down campgrounds and pothunted archaeological sites.

Management responds by allocating funds and people to reduce such problems. Unfortunately, in the balance of management decisions the role of the interpreter is too often set aside as "nice" but not necessary. This is unfortunate, because interpretation can be used quite effectively to reduce impacts to resources and to accomplish management goals—if it's used judiciously.

For interpretation to serve as an effective agency tool, interpretive activities must mesh with management goals and policies, translating administrative decisions to the level of each park visitor so that any deleterious effects of "enjoyment" can be minimized. Well-coordinated dissemination of information can save dollars spent, for example, on repairing damaged areas and issuing citations, not to mention other budgetary black holes.

The role of the interpreter is that of an information specialist choosing the best means to state the message so that it will be understood, accepted and adhered to. Specialists are needed to manage interpretation for the same reasons that we employ them in other park endeavors: it's a learned skill, requires training and experience and takes time to do well. The fiscal clerk, sewage treatment plant operator, and superintendent don't have time to do our job, nor we theirs.

Interpreters are often justifiably criticized for serving up fun and frilly activities that hit regrettably wide of the effective management mark. Protracted bouts of "fern-feeling," it is said, lead to the development of enthusiastic and entertaining programs which are neither productive nor cost effective.

It's an easy trap to fall into. We spend so much time eliciting appreciative visitor responses to our areas that we get caught up in the process and forget to pay attention to the sorts of results that management must look for.

If we're going to prove our value as members of the team, we've got to remember that the best means for communicating management's messages may not be either fun or glamorous. The most effective means will depend upon the area and what is to be communicated. We've got to choose our modus operandi carefully, and, when possible, demonstrate results.

In order to make correct choices, we've got to keep our lines of communication open. Any information specialist is only as good as the data he or she has in hand. This means paying careful attention not only to what visitors have to say, but also to feedback from members of other divisions. Although we're the people who communicate as an express function, we've got to remember that other staff,



Traditional interpretive programs at Mesa Verde (above) and Minute Man (below).

Bill Halainen

George Price



especially those in uniform, also spend a lot of their time doing interpretation.

Law enforcement people, for example, are involved in field contact situations as much as interpreters. A great deal of patrol time is spent explaining to visitors how to safely and gently enjoy the park. Maintenance crews, cooperating association staff, and concessions employees are also involved in communicating resource management messages. We can best help them help the whole workforce by keeping the flow of information open, by *not* saying: "You don't need to know that; it's not part of your job." In turn, we can fine tune our programs by eliciting their comments on what does and doesn't work in the field.

Cross training is most beneficial in this endeavor. It's not practical or desirable to send every interpreter to FLETC, but pro-

tection and interpretation can talk to each other and we can take advantage of opportunities to sit in, when possible, with members of other divisions for learning purposes. The opportunities do exist.

These comments no doubt remind you of arguments which you've heard before. In these cost conscious times, though, the role of interpretation in the Park Service mission has come under particular scrutiny, so it's important to again point out that interpreters do provide services for parks beyond entertaining visitors.

Because we deal in the intangible world of ideas and emotions, it's difficult to demonstrate concrete results. We're most effective when things like vandalism and resource destruction *don't* occur. Deterrence is difficult to prove, effective information management even more so. But do we make a difference? Unquestionably.

Identifying and Reaching Visitors

Ann Rasor, Pecos

I don't think that anyone in the Park Service family disagrees with the need for interpretation as a prominent and integral part of the management scheme of things. Common sense dictates that a visitor who has been exposed to creative, informative and well-placed interpretation is a convert to our cause. I would like to suggest, however, that in most of our interpretive programs we are already preaching to the converted. Visitors attending programs, asking questions, and surrounding evening campfires are often old friends of the parks, who know why the parks exist, what their purpose is, and why they should be protected.

I am therefore somewhat concerned about the idea which has appeared in recent interpretive papers concerning the need for evaluating the effectiveness of programs. If interpretive programs can somehow be evaluated and are then judged to have "failed" in preventing resource damage or in increasing public support and enrichment, it may be because we really don't know our visitors rather than that we have faulty interpretation. Enrichment and public support often come from visitors who have never had contact with any member of a park's staff. Resource damage is often lessened by signs or the presence of a uniform nearby. In either case, interpretive programs have had no part in the result.

If the visitors causing problems aren't the ones participating in programs, as seems to be the case, then we need to make more of an effort to find out who they are, what they think, what they expect, and why they're not attending programs. Then, perhaps, we could approach the problem from another angle.

Many parks know little about their visitors beyond generalities like "we get a lot of cars with Pennsylvania plates", or "it seems like more visitors are speaking French these days." Perhaps we should make an effort to find out about our visitors and attempt to reach them before they even get to the parks. Why not change the regional divisions of interpretation to divisions of sociology and education? Staffed with sociologists, media experts and professional educators, it would be their responsibility to study visitors and visitation patterns, determine which groups cause problems, and then attempt to reach them at home before they visit the parks.

Continued on page 22

Update on Seasonal Training Prospects

Mike Sutton, Virgin Islands

The problems that seasonals must contend with today are myriad, ranging from chronic job insecurity to inadequate or nonexistent housing. One of the increasingly critical areas of concern, particularly in these days of specialization, is the general unavailability of Service-provided training. Those interested in acquiring law enforcement commissions or other forms of certification must find and pay for it on their own.

While working as a seasonal at Yellowstone in 1981, I wrote to Dave Karraker, superintendent of Albright Training Center, and asked if it would be possible for me to attend a ranger skills course on my own time and at my own expense. He, in turn, made a proposal which I couldn't refuse.

"We'd like to have you attend the Ranger Skills VI course in April," he said, "if you will agree to work on a special project while you're here."

The project he wanted me to take on, he explained, was to examine ways in which the Service and the Training Center could better serve the training needs of seasonals. He felt that seasonals were being left out of the training process, and wanted to look at cost-effective ways of rectifying the situation. Having recently seen a number of top quality seasonals

leave the National Park Service in frustration for "real" jobs elsewhere, this seemed to me to be a good way of helping to improve the lot of seasonals throughout the system.

A task force was formed soon after the course began, composed of myself, Maggie Johnston (Point Reyes) and Chris Ashby (Herbert Hoover). Dave and his training specialists provided knowledgeable input. Instructor J.T. Reynolds put the project into focus: "Seasonals are where the rubber meets the road in most of the park system; let's see what we can do for them."

We went to work, holding evening meetings with the ranger skills class, interviewing Grand Canyon superintendent Richard Marks and members of his staff, seeking input from seasonals, and consulting the WASO training office staff. We analyzed the need for training of seasonals, looked at the kinds of training necessary, and began to formulate recommendations.

We found that there were a wide variety of issues which concerned seasonal employees. The areas of selection, hiring, evaluation, and supervision fell largely beyond the scope of our research. However, we recognized that many of those areas could be addressed in a comprehensive program of seasonal training. Although not a panacea, we felt training could help alleviate many of the frustrations of seasonal employees, while at the same time generating a tremendous return on minimal investment for the Park Service.

The following are excerpts from our report, submitted to the superintendent of Albright in May, 1981:

"Historically, National Park Service Management Policies have precluded sponsoring formal training for seasonals, except on a limited, in-park basis. These opportunities have usually been restricted to orientation to a particular park and its administrative operations. Over the past few years, the time devoted to this at the beginning of each season has progressively diminished, leaving many parks today with little or no training for seasonals. Any other training seasonals have been able to obtain has come at their own expense, on their own time. To make matters worse, many supervisors neither seek nor support training opportunities for their subordinates who are seasonals, considering such to be a waste of time.

Thus, the National Park Service is treading on thin ice. As budgets are reduced, resulting employment seasons grow shorter, and training programs for seasonals are cut back or eliminated. Seasonal employees begin to lose sight of their role in the National Park Service. As attitudes waver, job performance suffers...

We have three suggestions that we have developed during our five weeks at the Albright Training Center. We feel that these recommendations are both practical and necessary to relieve the current situation as regards the training of seasonals:

- 1) We recommend that the National Park Service issue a *policy statement* on the role of seasonal employees in achieving the mission of the organization. To our knowledge, there has never been a comprehensive statement recognizing seasonal employees as an integral part of the National Park Service. We call for a policy statement addressing the value of seasonal employees, selection and hiring practices, performance appraisal, supervision, and training. The document should be a clear statement of how seasonals fit into the National Park Service, what the organization expects of them, and the manner in which their services will be recognized and rewarded.

- 2) Second, we suggest that the Office of Training in Washington conduct a comprehensive *survey of training needs* for seasonal employees. The kinds of training that have been and are being received by seasonals should be established. The length, extent, and areas of deficiency in training should



Seasonals from Grand Teton and Yellowstone receiving training on rope management and knot tying.

Mike Sutton

be determined. Finally, seasonals and their supervisors should be questioned as to the kinds of training they feel necessary and desirable.

3) Third, we recommend the *development of training programs* for seasonal employees by the staff of the Horace M. Albright Training Center. Although the specific content of these programs should await the results of the survey suggested above, we feel that two main categories should be addressed:

A) *Orientation to the National Park Service and System*: We suggest that the Albright Training Center prepare a curriculum of training which can be presented within the parks, using the permanent staff of each park as instructors. This might take the form of written materials, films, and/or videotapes. The emphasis would be on reduced cost, no travel expenses for trainees, and training which takes advantage of the considerable expertise of park personnel.

B) *Special Skills Training*: We suggest that the National Park Service provide seasonal employees the opportunity to prepare a Career Development Plan similar to the IDP for permanent employees. This will be particularly important to those employees who have had several seasons of experience and desire special skills training of some kind. We do not necessarily expect the National Park Service to provide special skills training for seasonal employees, but only to make the opportunities for such training known to those who are interested. This could be done through a "List of Training Opportunities for Seasonal Employees", developed and issued several times each year by the Regional Training Officers. We have found that seasonals are quite willing to devote their own time and finances to training that will enhance their performance on the job as well as their career potential. We feel that the National Park Service should, in turn, make an effort to help these seasonals get the kinds of training they desire and have identified on their Career Development Plans.

A great deal of confusion exists today as to the role of seasonal employees in the National Park Service. As expressed by a Grand Canyon seasonal interpreter, 'I cannot stress too much the importance of making the employee feel an important part of the total organization,, instead of a cog in the wheel.' We feel that implementation of the recommendations outlined above will have significant influence on the job performance, attitude, awareness, and understanding of seasonals."

The task force report went to Washington in mid-1981, where it received the full support of the directorate. In the fall of 1981, Associate Director (Administration) Garrett sent a memorandum to regional directors, requesting comments on the report from all parks involved with seasonal employees. Garrett also asked for descriptions of successful seasonal training programs and significant problems encountered in the training process. Finally, the memorandum asked for ways in which WASO could assist in relieving the problems and deficiencies in seasonal training.

The associate director's memorandum went a long way towards accomplishing the task force's second recommendation, a survey of training needs for seasonal employees. Meetings and discussions were held in many parks to put together responses to the request from Washington. By the end of 1981, a great deal of useful information had been received in the Division of Training, WASO. It became obvious that many Service employees felt strongly enough about seasonal training to throw their weight behind the recommendations of the task force. Most parks overwhelmingly approved it with various modifications and suggestions of their own.

In 1982, little progress was made on the project. This was due in part to staffing constraints in WASO, and the untimely death of Clementine Pinner, chief of the Division of Training. Associate Director Garrett, who had also been strongly committed to the project, transferred out of

the Service. In September, 1982, a departmental manager trainee assigned to the Division of Training reviewed the task force report and made comments and suggestions. In November, I responded with clarification of the task force's position on several points.

A great deal still remains to be done. Our first recommendation, that a policy statement on the role of seasonal employees be issued, has received unanimous support but has not yet been implemented. A survey of randomly-selected seasonal employees through direct mail questionnaire needs to be accomplished. The tremendous volume of data on existing seasonal training programs, received in response to the Garrett memorandum, needs to be fully analyzed. The development of training programs has yet to be initiated, though WASO is leaning towards written self-study materials and videotapes.

In the words of the task force report: "Within the National Park Service, we have a force of talented, capable, and motivated seasonal employees who have proven willing to give more than 100%. Through the medium of training, the National Park Service has an opportunity to reward and reinforce these qualities, while simultaneously raising the standards of visitor service."

You can show your support for the development of training programs for seasonal employees by writing:

Mr. Al Werking, Acting Chief
Division of Training
National Park Service
1100 L Street, N.W., Room 5101
Washington, D.C. 20240

If you would like to help with the ongoing seasonal training project, please write:

Michael Sutton
ANPR Seasonal Concerns
Study Group
Virgin Islands National Park
P.O. Box 110
St. John, U.S. Virgin Islands
00830

Visitor Management and Resource Protection

Bill Dwyer, Memphis State
Bill Supernaugh, WASO

It was very clear to those of us who attended Rendezvous VI that, for the National Park Service, the 1980's will prove to be a decade of renewed involvement in our primary mission: the preservation of the natural, historic and cultural resources over which we have been appointed as stewards. As people and their demands for space, energy and opportunities to acquire wealth become more plentiful and the resources available to fill these demands continue to dwindle, the National Park system, as well as all other federal special purpose lands, are certain to become targets for exploitation.

These "threats" to the parks as they are called by some, may actually be classified into four distinct categories: threats caused by people over which NPS personnel have little or no control, such as acid rain, mineral development on adjacent lands, factory waste water discharge and other commercial enterprises which impact upon park environments; threats caused by nature over which we have little or no control, such as Mt. Saint Helen's eruption, droughts and floods, and starfish on reefs; threats caused by people over which we have some control, like poaching, grazing, arson, overuse of facilities and resources, vandalism, illegal timbering, and oil and gas exploitation in park units; threats caused by nature over which we have some control, such as animal over population, exotic species, coastal erosion near Cape Hatteras lighthouse, deterioration of the Statue of Liberty, sand dune erosion, spruce bud worm infestations, and forest fires started by lightning.

All indications are that there is a clear movement within the National Park Service to gear up for the battle to preserve our resources. Such indices include the creation of the resources management specialist and resources management trainee positions, the proposed changes in the educational requirements for 025 positions to include more natural sciences, and the decreased rhetoric about law enforcement and visitor protection. All of these point to a renewed effort to return to our roots as protectors of our nation's cultural and natural heritage.

In all our fervor to do so, however, we must not lose sight of the need to expend our energies in a fashion which will actually do some good, and to delineate the areas where we can have an impact from those where we cannot. Let's take a second look at the four types of threats to the parks, this time in the form of a table.

Ranger Impact	Source of Threat	
	Man	Nature
None	1 Politics, lobbies, letters to Congressmen	2 Nature in its unaltered course
Some	3 Resource protection (and visitor management)	4 Restoration and manipulation

It would appear to us that as employees of the National Park Service our energies should be concentrated in boxes three and four.

We can certainly become indirectly involved in the political arena (box one) on such issues as mineral development, urban sprawl, radio active waste dumping, and dam building, but not in our roles as Park Service employees. As employees we may, however, provide responses to letters and meet the public, all the while stressing the ecosystem approach to management actions. And we can all hope for the best when nature chooses to make herself felt (box two), partially by minimizing our planning and design errors.

But it is in the remaining two areas (boxes three and four) that we as rangers can actually have the greatest impact. The question then becomes one of whether or not this impact will come through what we conventionally call "resources management."

Box three involves what might be termed ongoing human assaults on the parks. Such assaults include poaching, tree cutting, vandalism, overuse of areas, waste dumping, littering, souvenir hunting, cactus stealing, sand dune trampling, scaring wildlife with motorized conveyances, and polluting the air with exhaust fumes. In dealing with these problems, the ranger is not so much a *resources manager* as a *visitor manager*. We now refer to the task of dealing with park visitors, however, as "visitor protection." Although visitors do need to be protected occa-

sionally, what they really require is management, especially when they adversely impact the parks' resources. Such management generally takes the form of interpreting rules and policies, enforcing regulations and laws, and "teaching" visitors to use parks wisely. In our judgment it appears that in doing so, rangers are engaging primarily in visitor management and not resources management.

What about box four, the threats to our resources which come from nature but over which we have some measure of control? In this area fall such efforts as animal relocation, herd thinning, prairie dog poisoning, exotic species removal, habitat restoration, rebuilding sand dunes, planting plastic seaweed at Cape Hatteras, and controlled burning.

These types of activities, which have recently fallen within the purview of the newly anointed category of employee known as the resources management specialist, focus on the long term effects of human intervention in natural processes. The term "manage" means "to have under effective control," and while the argument could be made that a poisoned prairie dog or a shocked fish has been managed, it is our opinion that, taken as a whole, these sorts of activities fall more appropriately under the general heading of resources protection.

Resources management specialists, therefore, are really *resources protection* specialists. They are engaging in activities aimed at preserving, restoring, conserving and protecting the resources and ecological values for which the national park system was created. People in *visitor protection* on the other hand, are actually engaging in *visitor management*, with the goal of providing visitors with a quality park experience, while at the same time intervening to protect the parks' resources from their potentially destructive activities.

Thus, the old concept of visitor protection and resources management should be rephrased as *visitor management* and *resources protection*. It sounds more comfortable, doesn't it? It sounds like something we can all participate in, even though we may not all be "specialists," and thereby successfully tackle the threats to the parks' resource base noted in the boxes three and four.

As for boxes one and two, we are sure that politics, lobbies and nature will continue to have their impact on the parks. Nevertheless, we must be cognizant of these influences and be able to respond to the political process with scientifically sound information. And we must be willing to interpret nature's processes, even though they may occasionally run counter to our own particular notions of preservation.

Blue Ridges's Park Watch Program

Tony Bonanno, Blue Ridge Parkway

Seeking ways to more actively involve visitors and neighbors in Blue Ridge Parkway's protection program, a committee was established last Spring to determine the feasibility of a program to keep a closer eye on activities within the park. The result of the deliberations of this group, composed of representatives from each of the park's divisions, was the creation of the Park Watch program, which has been active at Blue Ridge since June of last year.

The program is similar to others developed by numerous towns and cities across the nation. Known by names such as "community watch" and "crime watch", the idea behind these programs is to encourage residents to keep an eye on their neighbors' property and to report any unusual or suspicious activities to the local authorities. Everyone makes a commitment to look out for each other's welfare, thereby strengthening the community's bonds and helping law enforcement operations.

Blue Ridge's program is similar to these. The objective of Park Watch is to encourage both park visitors and neighbors to take a more active role in protecting and preserving *their* park. Park Watch asks the public to be alert not only to crime and vandalism, but to other park protection problems as well, such as safety hazards and fires. Posters, brochures, roadside signs, interpretive programs, and radio and television spots all encourage visitors and neighbors to report information to any park employee or office. Telephone numbers are also provided with instructions to stop at the nearest phone and call collect in case of an emergency.

The successful implementation of Park Watch required both team and individual approaches. Its success depended on all the divisions working together, and the program was put into effect with the full cooperation and support of each of them. Administration dealt with the phone company and assisted with other logistical problems. Interpretation helped layout the brochures and posters. Maintenance prepared roadside signs. The cooperating association (Eastern National Parks and Monuments Association) assisted in printing costs for the publications. Protection worked with everyone in drafting the text for materials, training employees, and working with the news media.

A suitable logo was needed, so an employee contest was sponsored with a \$25 award. Landscape architect Harry Baker's entry, an eagle's head with the words "Park Watch" enclosed in a circle, was selected by the committee.

Employee participation was stressed. Maintenance workers, interpreters, VIP's, campground hosts, dispatchers, campground and patrol rangers—all needed to understand how to handle reports to ensure that the information received from the public was properly processed. Interpreters played a critical role in informing the public about Park Watch, primarily through evening programs and visitor centers. Park concessioners assisted by displaying posters and brochures.



The Park Watch logo.

Harry Baker

Several things have become apparent as a result of a season's experience working with the Park Watch program. One of the most difficult tasks still facing us is learning how to evaluate the effectiveness of the program. When a visitor in the park stops along the roadside to report an unusual activity or hazard to a maintenance man, how do we determine whether or not that visitor's behavior was prompted by an elevated awareness and concern as a result of Park Watch? Long distance collect telephone calls can usually be screened as Park Watch calls, but it's harder to link local calls to the program. And it's difficult to isolate its impact on our protection activities because Park Watch is just one aspect of Blue Ridge's overall protection program.

It's interesting to note, however, that larcenies decreased approximately 34 percent from 1981 to 1982, and vandalism was down about 26 percent over the same period. There was also a 22 percent decrease in motor vehicle accidents, and a drop of 54 percent in associated fatalities. These decreases occurred despite essentially the same manpower levels and an actual increase in visitation of approximately five percent from 1981 to 1982.

Park Watch seeks to encourage the public to help us protect both the visitor and the resource, but one of the more interesting aspects of the program is how favorably its message affects individual behavior. It is our belief that the program is an effective safety and preservation message in itself.

Educating the public is a major aspect of the program. The longer it remains in effect, the greater its impact will be. It's conceivable that several years from now the Park Watch concept will be as familiar to the public as other community watch programs.

The Park Watch program has a great deal of potential as an inexpensive, preventive protection program which can easily augment existing programs. The premise that the general public is willing to take a more active part in protecting their park appears to be valid. Park Watch is a program which requires a team effort on the part of the park staff. Although methods to objectively measure its impact are still needed, those of us who have been involved with Park Watch at Blue Ridge Parkway feel that it is worthwhile, and we would certainly encourage other Park Service areas to consider implementing similar programs.

Association Notes

New Rendezvous VII Location

Responding to various problems with the initial choice of location for this year's Rendezvous, the executive board has changed the location to the Showboat Hotel, Casino and Bowling Center in Las Vegas, Nevada, and has moved the dates to Sunday, October 9 through Thursday, October 13.

The decision to change was not made lightly. Members raised several questions about the Grand Canyon location. It would have been the first Rendezvous in a national park area, an idea that was rejected by the membership some time ago. Gambling is prohibited by 36 CFR, which would probably have meant cancellation of the raffle, which has been a major money raiser at past Rendezvous. Transportation into Grand Canyon is potentially very expensive and time consuming, which might price some members out of attending. And rooms for workshops would have been inconveniently located.

Regional representatives were polled after a number of members suggested a change, and the majority voted to make the move. The board expresses its appreciation to the staff at Grand Canyon and Albright Training Center for putting in so much effort in preparing for Rendezvous VII, and extends its apologies to anyone who has been inconvenienced.

Las Vegas was chosen for the convenience and low cost of transportation, the low cost of rooms and the ease of working out meeting space. The Showboat, where the 1982 Western region superintendents and concessions conferences were held, offered the best deal.

The room rate will be \$26 per night, single or double occupancy. Advanced registration and reservation information will probably be mailed in the Spring. The tentative schedule for Rendezvous VII follows the very successful format of Rendezvous VI:

- Sunday, 10/9—Executive board meeting, registration and evening social
- Monday, 10/10—General sessions
- Tuesday, 10/11—Workshops
- Wednesday, 10/12—Membership meeting and evening dinner and dance
- Thursday, 10/13—Departure

The Rendezvous coordinator will be Dennis Burnette of Sequoia, and John Earnst of Gettysburg has been named program coordinator. Those people with ideas for work groups or other programs on the agenda are urged to contact John directly. Jim Tuck, vice-president West and chief of interpretation at Cabrillo, has extended a challenge to fellow interpreters to come up with "relevant, current and useful workshop ideas in the field of interpretation" for the Rendezvous, pointing out that "your interest in a particular subject is what will get it on the program."

Rendezvous VIII

Planning for Rendezvous VIII, which will be held in the New England area in the Fall of 1984, is well under way. Association members are reviewing sites in and around Boston, Cape Cod, Acadia National Park, Lake Placid, and the Vermont-New Hampshire mountain areas.

The present time table calls for the listing of specific sites (with cost information and pros and cons) for publication in the June Newsletter. Regional representatives will poll members and the board will hopefully have a site picked with an information packet ready to go by the September issue of the Newsletter.

Picking a Rendezvous site is a difficult and time consuming task and the board needs help from the membership. Let your regional representative know your preferences on locations and your requirements concerning travel and lodging. Direct contact can also be made with Rendezvous coordinators Stan Robbins or Bill Halainen.

Election Results

The December elections and an inter-regional transfer have led to changes in the composition of the Association's board of directors.

Dick Martin of Yosemite has assumed the presidency of the Association, and has since appointed Rick Gale of Santa Monica to complete his term as Western regional representative.

Laurie Coughlan of Gettysburg has become secretary, and Bill Orlando and



The Showboat Hotel, selected as the new location for this year's Rendezvous.

Bryan Swift are the new regional representatives for National Capital and Alaska regions. Ginny Rousseau's transfer to Sequoia/Kings Canyon left Southeast region unrepresented, and Dick has appointed Carl Christensen of Gulf Islands to complete her term.

Several incumbents were returned for second terms. Debbie Trout of Great Smokies continues as treasurer, and three regional representatives remain in their positions—Stan Robbins of Acadia in North Atlantic, Sue Kylander of Indiana Dunes in Midwest, and Tim Setnicka of Grand Tetons in Rocky Mountain.

The Association extends sincere thanks to retiring board members for their hard work in ANPR's behalf, and welcomes the new officers and regional representatives on board.

International Member

The Association has reached another milestone in its continuing rapid growth. J.D. Tiberi, a ranger in Hamilton, Bermuda, has become our first international member. Arrangements are now being made to provide for mailing outside the States, as the Newsletter cannot be sent to such locations on our bulk mail permit.

The Association welcomes J.D. to its membership, and encourages rangers from other nations to join and come to the Rendezvous this fall.

Correction

On page 12 of the December (Rendezvous issue) Newsletter, Dick Newgren was listed as an honored recipient of The Wimp Award which was given to "those notables whose failure to attend the Rendezvous called for special acknowledgement." Since Dick was in fact at the Rendezvous, it seems only fair to reclaim his award and hold it in readiness for a future candidate.

Work Groups

As a result of membership votes and board decisions at the last Rendezvous, ten new or continuing work groups were approved to study key issues of concern to park rangers. President Dick Martin has named the following people to chair these groups. Membership participation in work groups is encouraged; those interested should get in touch with the appropriate chairperson(s). Results and recommendations will appear in the Newsletter report on Washington activities, beginning with this issue.

Incident Reporting System (343's)

This group will look at possible ways of improving the reporting system by updating the 343 and making it responsive to various ranger functions, including law enforcement, search and rescue, EMS and resource management.

Contact Sue Kylander, 726 Howe Road, Chesterton, Indiana 46304; 219-926-5464 (home), 219-926-7561 x450 (work).

Roles of Regional Representatives

Group members will work on defining regional representative roles and will develop guidelines for the expenditure of seed money allocated to them for local activities.

Contact Rick Smith, 16441 SW 292nd Street, Homestead, Florida 33030; 305-245-0762 (home), 303-247-6211 (work).

NPS - 9

The group will develop an Association response to the draft revisions of NPS-9, the Service's law enforcement guidelines, which should be out in April.

Contact Janice Wobbenhurst, 64E Dunes Highway, Chesterton, Indiana 46304; 219-926-7561 (work).

Management Identification and Development

Responding to a predicted loss of many top managers by retirement in the near future, this group will develop an Association position on the identification and development of managers to replace those who will be leaving.

Contact Maureen Finnerty, 2837-D South Wakefield Street, Arlington, Virginia 22206; 703-998-6330 (home), 202-343-4874 (work).

BEE/KSA Synthesis

Group members will evaluate ways of combining the old BEE (Bureau of Employee Evaluation) and current KSA (Knowledge, Skills and Abilities) systems into one which will combine the strengths of each method of rating and selecting rangers for available positions.

Contact Sue Hackett, RD#1, Box 73 Markleysburg, Pennsylvania 15459; 412-329-5373 (home).

Housing and Quarters

This continuing work group will address ranger concerns on housing and quarters, and will work with George Gowans, chief of maintenance and housing in Washington, on related matters.

Contact Bill Blake, Box 381, Elkton, Virginia 22827; 703-298-1675 (home), 804-985-7293 (work).

Seasonal Interests

Group members will attempt to identify and prioritize problems of concern to seasonals, including training, and will then examine ways of dealing with these problems.

Contact Mike Sutton, Box 110, St. John, Virgin Islands 00830; 809-776-6201 (work).

Townsley Memorial

Rangers interested in finding a suitable commemoration for John Townsley, late superintendent of Yellowstone, will look at various possibilities for accomplishing this.

Contact Bill Wade, Box 456, Bushkill, Pennsylvania 18324; 717-588-7189 (home), 717-588-6637 (work).

Rendezvous Management

This work group will develop ways and means for insuring the long range identification of specific Rendezvous sites so that the Association's needs can be planned well in advance.

Contact Ginny Rousseau, Sequoia/Kings Canyon NP, Three Rivers, California 93271; 209-565-3361 (work), 209-565-3479 (home).

Dual Careers

Rangers involved with this committee will examine the problems facing married people with careers, at least one of which is in the Service, and will develop a position paper on their findings.

Contact Cherry Payne, Flamingo Ranger Station, Flamingo, Florida 33030; 305-245-4965 (work), 815-695-3104 (home).

Regional Reps Report

The following reports from regional representatives on activities going on or projected within their regions were received by press time. Further activities and follow-ups will be reported in June.

North Atlantic

Representative Stan Robbins, Acadia. Address: RFD 1, Box 1, Bar Harbor, Maine 04609. Phone: 207-288-3133 (home), 207-288-3360 (work).

Stan is working on the development of Association contacts in the parks in North Atlantic region. First steps have also been made in selecting a site for a regional rendezvous, and the most likely possibility seems to be a meeting at a central location in late September (possibly on Cape Cod). By meeting just before the Rendezvous in Las Vegas, members not able to make it to Nevada will have an opportunity to relay their ideas and concerns to the overall membership. Stan is looking into the establishment of regional work groups to focus on local aspects of national issues, such as the proposed "on call and standby status" policy. A considerable amount of his energy is going into screening locations for the 1984 Rendezvous, and he welcomes comments and/or assistance from members.

Mid-Atlantic

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

Hal's first order of business has been to develop in-park contacts for each park in the region. These contacts will primarily be long-standing members, who will support the Association on the one-to-one basis not available to the regional representative. These contacts will also serve as in-house information sources for the regional representative, and will make Newsletters, membership applications and other publications available to their park's staff as well as interested parties.

He is exploring the possibility of a regional rendezvous this Spring at Gettysburg, which is at the approximate physical center of the region. The planned two-day meeting would afford current and new members an opportunity to get together, provide ideas for activities, and address topics of concern within the region. This would be a particularly valuable meeting for those not able to go to the Rendezvous this Fall, and will make it possible for him to present a consensus on their concerns at the Las Vegas meeting.

Hal is also developing an ANPR brochure, since no such printed information is currently available for distribution to potential members. It will include a brief history of the Association, its goals and objectives, and the advantages of becoming a member.

National Capital

Representative Bill Orlando, Antietam. Address: Route 1, Box 41, Sharpsburg, Maryland 21782. Phone: 301-432-6043 (home), 302-432-5124 (work).

Bill is proposing several regional activities:

- arranging to have a current member of the Association at each park in the region as a contact person, which would enable him to pass along current Association news for local dissemination and would be useful for developing new members;
- arranging to meet with the regional director to offer him the assistance of the Association on Service matters;
- talking to many regional and park employees about the Association while attending meetings and training sessions in this small region where many contacts are possible.

Midwest

Representative Sue Kylander, Indiana Dunes. Address: 726 Howe Road, Chesterton, Indiana 46304. Phone: 219-926-5464 (home), 219-926-7561 x450 (work).

Sue reports a number of inquiries by both new and current members expressing concerns over government housing, NPS-9 requirements and the case incident reporting system, and says that the correspondence is appreciated and that "it is essential that current concerns and information continue to flow between regional representatives and the membership." By maintaining good communications, members will keep updated on activities and the Association will stay aware of field problems.

The issue of group health and accident insurance for seasonals is being discussed; several insurance companies have been contacted, and a package of prospective group policies is being compiled. Input from the membership regarding benefits is requested in order to further investigate possibilities. A group policy for seasonals will provide good benefits at a much reduced rate of payment.

Midwest region will be the site of the 1985 Rendezvous. Since the process of arranging a Rendezvous is long and complicated, initial contacts need to be made right now. Members with ideas for sites should inform Sue as soon as possible so inquiries can be made.

Rocky Mountain

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

Tim feels that the primary job of the regional representative is to continue to sell the Association on a one-to-one basis with non-members, and to support the ideas of the regional membership. The idea of selling the organization is not based on a need for increasing membership, but on the need for providing increased input into the organization in order to better assist the director and staff with accomplishing the Service's mission. He feels that it's important that emphasis remain on continuing the support ANPR has given management since its inception, and continuing the fine working relationship which we have with them. The Association has already made significant contributions to the Service in the few short "serious" years which have followed the initial three development years. In order to continue to be a dynamic organization, "we must strive for as wide and varied input as possible so that we can continue to seek solutions to the many challenges of the Service."

Tim feels that regional reps should not be perceived as a "layer" between the membership and the officers when it comes to communications and input. The idea of an organization where you can pick up the phone and call the president or editor or secretary is still a good one. Regional representatives should work on specific problems, or act as facilitators when necessary. They also might get involved in setting up mini-conferences or researching into situations or problems.

Tim looks forward to talking to as many members as possible during the year, and seeing everyone at the next Rendezvous.

Southwest

Representative Roger Siglin, Southwest Regional Office. Address: 530 East Garcia #11, Santa Fe, New Mexico 87501. Phone: 505-982-8308 (home), 505-888-6371 (work).

Roger has been soliciting ideas for the expenditure of regional funds, but no commitments for their use have been made to date. Ideas mentioned so far are:

- a regional rendezvous at a centrally located area such as Davis Mountain State Park in Texas;
- the sponsorship of one or more professional workshops;
- the purchase of tapes, films, and related items for use by all interested parks in conducting local training sessions;

- the promotion of information exchanges by funding the transcription, typing and mailing of transcripts of conferences, workshops and meetings of interest to the membership;
- the placement of an ad publicizing the Association in some national magazines, subject to the approval of the board of directors.

Roger is also considering the possibility that "putting more money into an expanded newsletter might best serve all members and attract new ones."

West

Representative Rick Gale, Santa Monica Mountains. Address: Apt. D, 2680 Pierpont Boulevard, Ventura, California 93001. Phone: 805-653-5969 (home), 213-888-3440 (work).

Rick will be contacting former members of the Association throughout the region to "get them back into the fold," and will also make a major effort to get as many Western region seasonals as possible to join ANPR and get them to the Rendezvous. Members in the region should get in touch with Rick on any concerns they have rather than call Jim Tuck or Dick Martin.

Pacific Northwest

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

Noel has been communicating with Association members about the possibility of setting up a regional workshop in early Spring, for which there seems to be considerable interest. Subjects for the workshop have been narrowed down to either computer programming or a "Chautauqua-style" course on some facet of recreation management to be taught by one of the area's universities. A workshop or special activity for spouses during this session is also being considered. Information concerning these possibilities was sent to regional members in early February, and final plans will be made and distributed based on the responses that are received.

Alaska

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

Although only in office for about a week when contacted regarding plans for regional activities, Bryan has been work-

ing on three possibilities for the coming year:

- a social gathering in the Spring, perhaps in April or May, with date and time to be announced;
- a Fall working session "to generate thoughts and concerns that can be taken to the Rendezvous;"
- a field session to be held in one of the Alaska parks wherein people can share their knowledge and skills in resource management and visitor protection.

Bryan is also drafting a letter to the membership in Alaska that will solicit ideas, get some feedback on potential activities, and encourage contributions to the Newsletter.

The Gathering

Inspired by the same desire to get together for social and professional reasons that led to the creation of ANPR, a number of Park Service people associated formally or informally with the Denver Service Center have created an association called—at least at present—The Gathering.

Now in its fourth year, The Gathering was founded by Ken Raithel, currently assistant manager of the Western team at the Service Center, as a place "to exchange design and planning ideas, renew old friendships, and nurture a spirit of good will" among planners, landscape and building architects, scientists, sociologists, engineers, superintendents and others with similar interests. Although many of the members are working or have worked at the Center, the Gathering is not limited to professionals from that office; anyone interested in the groups objectives is free to join.

The original idea, which came up during a lunchtime conversation that Raithel had with a friend back in 1980, was to get together old friends now scattered throughout the Service. About 25 people got together in Vail for the first Gathering that year, and have since met again in Aspen and Keystone, Colorado. The Keystone meeting, held in November of last year, brought together "people who really wanted to shape an organization," says Raithel.

A newsletter put together by Doug Cornell and Sue Edelstein came out of that meeting, and summed up the feelings of the participants: "At least one strong consensus came through: the desire for an organization made up of friends dedicated to excellence in the provision of planning, design, construction, research and related professional services for park management. This year's participants decided to make it a formal organization with activities the year round, and to further encour-

age participation by any person interested in challenging himself and the organization to do better work—designers, secretaries, engineers, planners, graphic artists, archeologists, concessions specialists—and those in parks or central offices who share our concerns."

The founders group has since drafted articles of incorporation and by-laws, and planned to meet on March first to approve the by-laws, consider a name for the organization, and vote on officers. A board of directors already exists to help administer the Gathering's programs and provide information to people in their respective areas who are interested in the organization.

ANPR members and others interested in The Gathering should contact the appropriate director for further info: West—John Reynolds, assistant superintendent at Santa Monica; Central—Bob Yerout, Denver Service Center; East—Terry Carlstrom, associate regional director for professional services at National Capitol Region. Newsletters may be available from Doug Cornell at Service Center, presuming there are still some left.

The Gathering is very interested in interactions with ANPR; many people, in fact, belong to both. There will be some small meetings in the Denver area during the year, but current plans call for the main Gathering to be held with us in Las Vegas in October.

Washington

Continued

NPS-9 guidelines

The law enforcement guideline is now undergoing final Service review. Comments will be incorporated into the document and distribution will probably be made in April.

025/026 standards

Work continues on the resolution of the ranger and technician series' differences, but it's not yet possible to say when it will be completed. Discussion is currently going on concerning qualification standards. Additional information has been submitted to OPM for their consideration, and it is "seriously being looked at and considered." Under particular scrutiny are the academic requirements for entry personnel and the definition of what constitutes specialized experience. OPM is also analysing the relationship of the GS-1810/1811 criminal investigator series to the ranger series.

When more definitive results are known, they will be published in the Newsletter.

Results of Association Surveys

Protection Workshop

Jim Brady, MARO

Two workshops on park and visitor protection in the 80's were conducted at Rendezvous VI. At each, those attending were asked to respond to this question: "What do you see as the leading issues and concerns for protection in the 80's?"

Of the 115 who attended, from seasonals to superintendents, 42 submitted responses in writing. The top ten concerns and/or recommendations identified from both these responses and from workshop discussions are listed below:

- develop and implement a Servicewide ranger activities information source which would be available to the field ranger, would include updates on trends and issues and reviews of case incidents that all could learn from, and would be similar in style to maintenance's *Grist* and interpretation's *In Touch*;
- reestablish and implement a Servicewide incident reporting system employing micro-computers which would allow data to be retrieved and analyzed at the field level, and include a means for information exchange, review and analysis between park units and between the Service and other Federal and state agencies;
- establish a Servicewide NPS Emergency Medical Services program with standards of care and training, applicable as needed in all Park Service units and coordinated with (but independent of) state certification;
- develop job-related emergency service fitness standards (cardiovascular, strength and flexibility) that, at a minimum level, would be mandatory Servicewide for personnel involved in law enforcement, EMS, structural and wildland firefighting, SCUBA and related ranger activities;
- provide the means to increase involvement of field rangers with resource protection and management activities through training in monitoring techniques, job structuring and emphasis in law enforcement curricula;
- update structural fire protection standards in training, certification, fitness, equipment and techniques;
- overhaul our current emergency response capabilities, including emergency operations authority,

philosophy and guidelines for SAR and disaster operations, rethinking our current SET teams organization with a reorientation toward a multi-versed incident command system for all emergencies, the development of emergency operations plans for all Service units, and means for recovering SAR and EMS costs;

- improve supervisory and program management skills for those directing protection operations, with emphasis on developing goals and objectives for each protection unit which involve employees in that work unit and developing specific techniques for supervising emergency service personnel;
- develop and improve standards for internal audits, investigations and related concerns, with more definitive means for evaluating the emotional and psychological stability of candidates for commissions and standardized guidelines on disciplinary actions and suspension procedures;
- adopt mission-oriented recruitment qualification standards for entry level rangers with basic requirements for resource management and a ranger generalist emphasis.

Along with these ten primary concerns, participants in the workshops listed a number of other areas where they would like to see changes or actions taken:

- full spectrum orientation training for seasonal employees;
- accelerated efforts to obtain concurrent jurisdiction and identification of techniques of implementation;
- standardization of SCUBA equipment;
- added variability in in-service law enforcement refresher training, including emphasis on facility security alarm systems and self-defense training;
- standardization of supplemental law enforcement reports Servicewide;
- standardization of the format for writing 343's;
- development of Servicewide standards for specialized protection equipment such as boots and bullet-proof vests;
- uniting the best of the BEE and current vacancy announcement systems;
- allowing rangers to compete for regional law enforcement specialist positions;
- development of additional guidelines for concession security forces;
- development of an emergency response channel in all NPS portables and standards for their use;
- development of a directed studies

program for park dispatchers on techniques for searching, retrieving and manipulating information to assist in managing protection incidents;

- development of a Servicewide trainee program on cultural resource protection management specialties;
- increased opportunities for ranger skills training at Albright and Mather.

Marketing

Tim Setnicka, Grand Teton

Remember late last year when you sent in your "ANPR Membership Profile" form? Well, the results are now in, and they produced some interesting statistics—and some fire and smoke.

A few members were upset by the form of the questionnaire. Their complaint was that it did not lend itself to tallying a true professional profile of Association members, as it was designed for traditional rangers alone and not for scientists, researchers, resource managers or others.

To set the record straight, the form was not properly named. It wasn't meant to be a membership profile, but rather a survey of the membership in which primary job skills were unimportant. The purpose of the form was to show pre-selected groups of manufacturers what a broad and potentially lucrative market the membership represents, thereby convincing them to buy some advertising with us or getting them to offer members product discounts. The form evolved into a pseudo membership survey and got misnamed along the way. It really doesn't matter what your job is, because we are looking at what your interests are to better define the product market.

The results of the survey are interesting, to say the least. At a time when total membership was around 700, I received back exactly 250 questionnaires. Not a bad return. These were completed by 203 (81.2%) males and 47 (18.8%) females. Of these, 64.6% were married. The educational, income and age breakdown of the respondents is as follows:

Education

High school: 2.8%
Four years of college: 41.2%
Over four years of college: 56%

Income

Less than \$5,000: 0
\$ 5,000— 7,999: 0
\$ 8,000— 9,999: 2.4%
\$10,000—14,999: 13.2%
\$15,000—19,999: 14.8%
\$20,000—24,999: 22.8%
\$25,000—34,999: 24.8%
\$35,000—49,999: 16%
\$50,000 or more: 6%

Age

Under 18: 0
 18—25: 4%
 26—29: 16.4%
 30—34: 40.2%
 35—39: 24.8%
 40—44: 0
 45—49: 8%
 50—54: 4.2%
 55—59: 1.9%
 Over 60: Less than .5%

The following percentages of respondents indicated that the activities listed were significant parts of their current daily jobs (and it is here that the form should have been broader):

Job Activity

Law enforcement: 66.4%
 EMT: 50.4%
 Scuba: 22.8%
 Boating: 30.8%
 Search and rescue: 51.2%
 Wildland fire: 48.8%
 Structural fire: 36.4%
 Office and administrative: 71.6%
 Climbing: 15.6%
 Interpretation: 44%
 Cross country skiing: 18.4%
 Downhill skiing: 6.4%

The following percentages of members had either purchased the below listed equipment or are heavily involved in these activities on and/or off the job:

Activities

Stereo equipment: 32%
 Photography equipment: 57.2%
 Camping/hiking: 93.6%
 Fishing: 44.8%
 Cycling: 42.8%
 Downhill skiing: 35.2%
 Cross country skiing: 64.8%
 Running: 64.8%
 Climbing: 28.8%
 Scuba diving: 26%
 Boating: 53.6%
 Vacationing: 81.6%

The following amounts of money are the average Service dollar amounts that each member spends directly or indirectly (i.e., through a supervisor) on the listed activities:

Average NPS Money Spent Per Member

Law enforcement equipment: \$2,350.99
 EMT equipment: \$762.24
 Wildland fire equipment: \$4,509.80
 Structural fire equipment: \$3,040.24
 Office equipment: \$1,152.13
 Running/exercise equipment: \$78.82
 Boating equipment: \$1,297.84
 Scuba equipment: \$379.04
 Ski equipment: \$80.80

Search and rescue equipment: \$ 615.07
 Climbing equipment: \$217.50
 Interpretive equipment: \$970.52

And, finally, the following information was elicited concerning members:

73.2% possess law enforcement commissions
 57.6% are EMT's
 71.2% possess Red Cards
 29.6% hold Scuba certification
 41.2% own a kayak, canoe, boat, or raft
 84% pass along the Newsletter to others
 65.2% are in the 025 series
 19.2% are in the 026 series
 5% are not NPS employees
 7% are seasonal employees
 9% are NPS employees in other than the 025 or 026 series

As a result of the information obtained through this survey, we hope to bring in some advertising money and membership discounts. Revenues from advertising and Association sponsored products will go directly back into the Association and into the upgrading of the Newsletter. An ANPR belt buckle employing the new logo is currently in the works, and ANPR patches and membership plaques will follow. All products are and will be approved by the executive committee to insure that they are in keeping with the traditions and goals of the organization. Your comments and suggestions are welcomed.

Superintendents and Personnel Staffs

Jim Tuck, Cabrillo

Responding to frequent requests for more information from members, the Association is conducting a pair of surveys—one for those career employees with the goal of becoming superintendents, and the other for seasonals and other potential permanents who would like more information about how to obtain "status". These surveys are receiving excellent support from both superintendents and personnel offices, with an almost fifty percent return rate within one month of their mailing to 270 areas.

The "Survey of Superintendents' Backgrounds and Qualifications" should provide information about how present superintendents got to their positions and should also provide a yardstick with which to measure your own progress if such is your goal. The end result will be a series of percentages related to seasonal and perm-

anent experience, educational background, time in each grade, and equal opportunity factors such as age, sex, race and marital status.

Comments have been solicited, and should provide useful information. A number of superintendents have shared their thoughts about what the future may bring in responses already received:

"... I suggest you caution your readers not to worry too much about statistics. A lot more important than what positions a person aspiring to a superintendency occupies is what the individual does with them. My biggest complaint about NPS employees ... is the tendency towards parochialism and a narrow circle of responsibility ... Persons aspiring to a position in management must constantly stretch and broaden themselves and their jobs."

"A number of superintendents of my vintage were appointed to their positions during the heady expansionist days of the 60s and 70s. I don't see the same opportunities available today ... For better or worse the Service reflects the economic times; the whole transfer/promotion system has slowed down. Realistic goal setting will help reduce frustration and boost morale."

The "Entry Level Ranger/Technician/Aid Hiring Authority Questionnaire" is an attempt to get at the age-old problem of how one achieves "status" by threading through the maze of OPM obstacles. Parks are sending in information about the OPM offices which maintain 025/026 registers for their use, the number of times those registers have been open, and information about how to determine when these registers do open.

Comments from personnel offices have not been any more optimistic than one would expect. They all are dealing with both increased competition and OPM offices that don't open their registers very often because the Service doesn't fill that many positions through them. Many suggested attaining status through other less competitive series, and also mentioned acquiring varied experience through any means possible.

Almost all personnel offices that responded said that they would be willing to contact a central "open register clearing house" with information about register openings. We hope that the Association will be able to offer something like a 24-hour recorded message of information about such registers. The number would be made available to anyone who wanted it, and could be called during the low rate hours of the day. Success of such a system would depend on personnel people and others sharing such information so that all could benefit. The people in

personnel that have responded have shown very strong support for this idea.

Comments about either of these surveys would be appreciated. We're particularly interested in hearing from anyone who has ideas about how to share the OPM register information more efficiently. The next issue of the Newsletter will carry a thorough analysis of both surveys.

Field Reports

A recurring suggestion by members has been that a section of the Newsletter should be set aside for reporting incidents in protection worthy of being passed on to others in the field. The following report, submitted by Roger Siglin, Southwest regional representative, is the initial submission for this section. The Newsletter actively solicits reports from other members on incidents of considerable consequence that may help other rangers anticipate similar problems.

On January 11, 1983, a male accompanied by two small children was observed carrying a rifle near the Boquillas Tunnel in Big Bend National Park. The first ranger on the scene attempted to communicate with the subject, who refused to talk and fired a shot towards a nearby hill. More rangers and several customs officers arrived and took up positions around the subject, who fired several more shots in the general direction of both rangers and customs personnel. The customs officers returned fire, then one rushed the subject and apprehended him without injury. A board of inquiry, chaired by the regional law enforcement specialist, concluded that the incident was handled very well, but pointed out the need for better radio communications between the two agencies involved and the need for a more detailed memorandum of agreement spelling out agency roles. During the incident, it was very difficult for all involved to communicate because of incompatible radio equipment.

Visitors

Continued

There are a number of possible approaches. If it is determined that most visitors to Yosemite are from Los Angeles, it might be possible to take out an ad in the Los Angeles Times: "Visiting Yosemite? Call us before you go! The toll free number is...." If the visitors to Southwestern parks prove to be from Texas, winter courses could be set up on the parks in Houston or other cities where visitors originate. Evening continuing education courses are popular these days; why not classes on the national parks in a region, focusing on camping techniques, resource management, hiking skills and so forth?

National and international exposure might also be effective. Perhaps a Saturday morning cartoon show for children on visiting the parks ("The Smurfs Visit Glacier") or a multi-part series on PBS on "You and Your National Parks".

Articles by Service employees on the Grand Canyon and other major parks could be published in Japanese and other foreign travel magazines. More of our general literature can be translated into other languages and put on display in national and international airports.

With informed visitors coming to the parks, we interpreters would be able to aim higher in our interpretive goals. We could get past the basics and help visitors better understand themselves in relation to the park story and to their world community. All too often we interpret on the lowest common denominator principle and let others slip by. Instead of the basic "Indians lived here—they grew corn" or "This is a rotting log—count its rings", we could give challenging interpretation. It would be a welcome change to have visitors realize that parks are important and keep going to programs because they're both challenged and entertained. Visitors knowledgeable about the parks before they arrive would be more open to interpretation and more likely to attend programs.

Pie in the sky? Sure. Expensive? Definitely. But even a small attempt at reaching out and researching our visitors might make for fewer problems and give our law enforcement, maintenance and resource management people a breather.

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In addition to discount prices offered to ANPR members, Never Summer will make a yearly donation to the Association based upon the fleece jacket sales. When ordering, please include your ANPR membership number (found on your mailing label).



This is the official/unofficial NPS/EMS patch. It costs \$3.25 postpaid. If you'd like one or more, send a check or money order made out to the Association of National Park Rangers to John Chew, Shenandoah NP, Luray, VA 22835.

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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.

RETURN TO: ASSOCIATION OF NATIONAL PARK RANGERS

P.O. Box 222

Yellowstone National Park, WY 82190

Received \$ _____

By _____

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RFD#2, North Great Road
Lincoln, Massachusetts 01773

ADDRESS CORRECTION REQUESTED

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