

NEWSLETTER



THE ASSOCIATION OF NATIONAL PARK RANGERS

Volume VI, Number 4

Winter, 1983/84



Most of the nearly 500 rangers attending the Rendezvous in Las Vegas pose for a group photo in front of the hotel.
The headline above is from the T-shirt design by Patty Scott.

Scott Connelly

Letters

Editor:

As a park technician with the Bureau of Reclamation and a new associate member of ANPR, I would like to thank the Newsletter staff and the ANPR board of directors for a superior Newsletter and an excellent organization. Although the resources we have available to us in the Recreation Operations Division of the Bureau of Reclamation may differ with those of the National Park Service, we share the same problems and frustrations and, most importantly of all, the same mission. I am sure my fellow rangers in the Bureau of Land Management, the Army Corps of Engineers, and the US Forest Service, would agree that the ANPR Newsletter has the potential of becoming an important and very welcome information link between the National Park Service and other agencies involved in outdoor recreation.

One idea I would like to share with my fellow ANPR members is that of an "associate agency representative" (similar to a regional representative), someone from an outside agency that could relay the views, ideas and criticisms of rangers in other agencies to ANPR. Has ANPR ever considered denoting such a representative? I believe if you added up all the personnel involved in recreation

management and park protection in outside agencies, they would represent a sizable source of ideas and experience, an important "think tank" that should not be ignored.

Another idea I would like to present to the ANPR Newsletter staff is: How about a small "News from Associate Agencies" column in the "Field Notes" section? With the importance being placed on seeking employment with outside agencies to gain permanent status, a column such as this would be especially relevant to NPS seasonals, as well as being an information pipeline to the permanent level.

Either of these ideas could lead to a further opening of the communication network between the Park Service and outside agencies, to the great benefit of rangers on both sides of the fence.

Brendan Bohannon
Lake Berryessa

Editor's Notes

It is difficult to capture the "feel" of a Rendezvous in print, perhaps because it is such a fast moving kaleidoscope of events and emotions that it is impossible to really get a single focus on it. Given the press of time and deadlines, the only editorial options available are either general descriptions or factual specifics concerning the program itself. This Newsletter, of necessity, is made up of a little of each.

But there's much more to a Rendezvous than what you'll read here. It is the best of training sessions magnified many fold, and one of the best sources of morale improvement available anywhere in the Service. For those of you in the East who've lamented the lack of opportunity to attend, make your reservations now—next year the Rendezvous will be in *your* backyard.

The board and members strongly and graciously affirmed the current direction of this Newsletter at Las Vegas. With the next issue, the Newsletter will return to its standard format and continue on its designated course. Many possible features are under consideration for coming issues, but nothing is locked in; if you have an idea or a tip, call the editor.

The issue deadlines this year will be as follows:

- Spring—January 27
- Summer—April 27
- Fall—July 27

ANPR Board of Directors

Officers:

President	Dick Martin	Yosemite
Vice President, East	Maureen Finnerty	Everglades
Vice President, West	Jim Tuck	Cabrillo
Secretary	Laurie Coughlan	Gettysburg
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Mid-Atlantic	Hal Greenlee	Gettysburg
National Capitol	Rick Erisman	C & O Canal
Southeast	Carl Christensen	Gulf Islands
Midwest	Sue Kylander	Indiana Dunes
Southwest	Roger Siglin	SWRO
Rocky Mountains	Tim Setnicka	Grand Teton
Western	Rick Gale	Santa Monica
Pacific Northwest	Noel Poe	North Cascades
Alaska	Bryan Swift	Denali

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Advertising	Frank Fiala	Rocky Mountain
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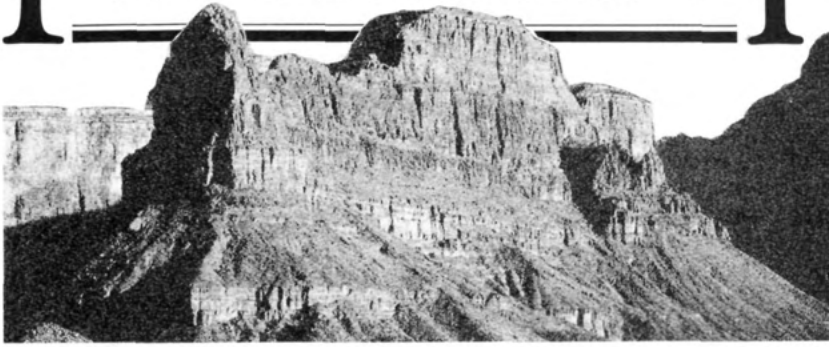
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A MESSAGE FROM THE PRESIDENT



As your president, I would like to make a few obligatory comments. It has been a very busy and productive year for the Association. Among many accomplishments, the one of which I am most proud is the Newsletter. Those of you that have been members for a few years remember the old Newsletter that came out once in awhile. It was printed on newsprint, contained a few pictures, and had some information on a Rendezvous. If you got a first run copy, you could usually detect some of Rick Gale's or T.J. Prieh's blood or sweat on the paper. They put those missiles out on their dining room tables late at night. We all owe Rick, T.J., and Jim Tuck, who also helped with some of the early issues, a tremendous debt of gratitude.

I don't know how many of you were at the second Rendezvous at Rocky Mountain. It was at that time that we decided to publish a newsletter. One of the comments that I can remember is someone saying: "Maintenance has *Grist*, interpretation has *In Touch*, but protection doesn't have anything." The point was that there wasn't any forum for the exchange of professional ranger information. I firmly believe that the Newsletter has filled that role for rangers in all specialties. The other person who, of course, needs to be recognized in this accomplishment is Bill Halainen, our current editor.

The second accomplishment which is significant is the various mini-rendezvous which we have had in several regions this past year. These have occurred in Pacific Northwest, where 11 members and others met in Yakima during May; in Alaska, where they met on an airstrip; and at Gettysburg, where almost 100 persons met for a combined meeting of Mid-Atlantic and National Capital regions. The number of

people in attendance at these functions is not of great significance. Rather, the importance to us as an Association is that, for the first time, we are now bringing many of the benefits of membership to both coasts and Alaska on an annual basis.

It seems appropriate at this time to also comment upon my pet project—the 025/226 classification and qualification standards. As most of you know, it was during the second Rendezvous that Bob Cunningham and I, along with a reluctant Roger Siglin, raised our hands and agreed to work on this project for the Association. That was five years ago.

We subsequently wrote up a position paper which basically recommended that the two series be combined into one park ranger series. The Park Service's response to our suggestions was very enthusiastic, and in 1979, the Service contracted with the Office of Personnel Management (OPM) to conduct a study of the standards, make field trips for verification, and prepare revised versions. The draft standards which OPM distributed over two years ago essentially accomplished this. While we had some problems with some of the details in the revisions, we supported the basic document. Since that time, there have been a few changes and revisions to the standards which we have commented on, and the final revisions were completed in January of this year. Since that time, OPM has been studying the new standards. I have personally made two trips to OPM to inquire as to progress. So far these trips have not borne fruit. I have also written them a letter requesting that the standards be issued by January 1, 1984. OPM's response was essentially that they are still studying the standards.

There have been other accomplishments:

- a committee chaired by Jan Wobbenhorst of Indiana Dunes has made comment on the revisions to NPS-9, and several of our members sat on the NPS-9 task force;
- our membership has provided leadership roles in the revisions to 36 CFR;
- we have a position paper on standardized KSA's written by a work group chaired by Sue Hackett;
- we have begun work on a publicity program, headed up by Andy Ringgold, to emphasize the positive accomplishments of rangers;
- we have a draft position paper on seasonal employee concerns, prepared by a continuing work group chaired by Mike Sutton; and
- we have recently made comment to the Office of Management and Budget on Quarters Guideline Circular A-45.

Now—regarding career concerns. We all want to feel that we have upward and lateral mobility opportunities. Most of us want occasional promotions, different experiences, and the opportunity to work in areas that we like or where we can pursue certain interests. You have heard Stan Albright say today that some 40 percent of the GS-14's and GS-15's in the Service are going to be eligible for retirement in the next few years. This will undoubtedly create some upward mobility for some people. We all know that competition for promotions is extreme. We all also know that we would rather have qualified, dedicated persons with field experience in top management jobs than inexperienced persons. As an Association, we have, with Maureen Finnerty's help, worked on recommendations for a management development program for senior managers, and we will be aggressively pursuing this during the coming year. More important than what we as an Association are doing however is what we each do to develop our experience and expertise.

Finally, let me say that the past year has been tremendously rewarding for me. Most of my friends can't believe that I actually bought a suit, put on a necktie, exchanged my Nike's for shined shoes and made a couple of trips to Washington on your behalf. Actually, I have trouble believing it myself. Mike Finley and Maureen Finnerty deserve special thanks for helping me find my way around the halls of Washington.

My final comment is that a lot of us like to occasionally play the "ain't-it-horrible" game. We sit around and moan about this or that problem, which is a long standing ranger tradition and one which

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Board Meetings

The board of directors met in session on Saturday and Sunday, prior to the opening of the Rendezvous.

President Dick Martin opened the Saturday meeting with a review of his activities since his election this past winter. Principle among these were four trips undertaken to conduct Association business:

- to Washington to meet management in several agencies and to talk about issues of concern to the Association;
- to Washington at the invitation of Park Police to talk to managers about Association positions and quell rumors that rangers had long range, "two-year" and "seven-year" plans to supplant Park Police;
- to Washington to talk with the Office of Personnel Management about resolving the 025/026 problem and releasing the revised standards; and
- to Yellowstone to talk to a gathering of public information officers and encourage the publication of positive stories on ranger activities.

Dick pointed out that all these trips had positive results, but asked for opinions from the board as to whether such trips should be continued due to their expense (total cost for the four trips was \$1,027). The board felt that these trips were necessary, and that they should be continued in the future. A motion was made to establish a \$1,500 travel allowance for such trips, with more available on approval of the board. The motion carried.

Dick also noted that he and Bill Blake, leader of the Association's work group on housing, had attended a conference on the proposed Office of Management and Budget revisions to Circular A-45, guidelines for housing, and had presented the Association's position on those revisions. Dick also wrote letters to *Newsweek* in praise of its article on rangers, to several people concerning the Jack Anderson article, and to OPM encouraging the release of 025/026 standards.

Secretary Laurie Coughlan followed with a summary of her activities, which she summarized with the observation that "most of my life has been spent on computer printouts."

Laurie reported that, when she assumed her duties as secretary in January, there were 763 regular, 63 associate and 127 life members in the Association, for an overall membership total of 923. Research revealed that about 400 members were "seriously in arrears" on their dues, however, so she sent renewal notices to these people. The response to these notices was quite positive, she said, and concluded that "the membership is extremely responsive

if reminded." As of early October, there were 1,028 regular, 46 associate and 137 life members, for an overall total of 1,211. Laurie also observed that, along with the renewals, there were many new members from a wide variety of areas and grades.

Laurie's other activities this year included mailing membership lists to representatives and other people, printing up cards, and answering requests for information. She concluded by expressing concern over the long time lag between receipt of renewal checks and their final processing, and felt that a simpler and more centralized operation should be developed.

Debby Trout's financial report was next in the order of business, (the third quarter statement appears below). She followed this with a report on her meeting with lawyer Peter Guthrie on tax exempt status for the Association. Such status was subsequently granted by the Internal Revenue Service under its regulation 501(c)(3), which allows tax exemption for organizations with educational purposes. The post office, however, denied an application for a reduced bulk mailing rate based on this finding, starting that our purpose for being was not entirely educational. As the problem appeared to be one of wording in the Association's constitution and because of some confusion over the merits of tax-exempt status, Dick appointed a work group, composed of Debby Trout, Maureen Finnerty, Jim Tuck, Sue Christensen and Bill Halainen, to look at this issue and make recommendations to him on possible options.

Several questions relating to finances were then discussed. Dick asked that the board consider the appropriateness of raising the organization's dues to improve our financial situation. A lengthy discussion led to the conclusion that an overall raise in dues was not yet necessary, but that the subscription should perhaps be higher to cover actual costs and that an international membership rate should be established due to higher mailing costs. A motion was made to raise the former to \$7.50 and the latter to \$20.00, but was withdrawn after discussion revealed that there were few people in either category.

Dick then raised the question of whether money received from life memberships should be set aside so that it might accrue interest, or should continue to go directly into the Association's operating funds. Although at present there is not enough money in the treasury to withdraw the appropriate amount (currently \$15,875), a decision was made to put aside \$190 of every \$200 received and make appropriate investment of those funds with the approval of the president. Money will also be set aside for present life members as the budgetary situation allows.

The question was then raised concerning the need for a paid executive secretary to handle the time-consuming and increasingly complex coordination of Association business and activities. Discussion revealed a board consensus that an executive secretary should be hired, but action was postponed pending consideration of salary, hours and duties. A decision was made, however, to pay a person at Yellowstone to pick up and forward mail going to the Association's official central address there. Dick will make the choice and determine the amount.

Bill Halainen then concluded the first session with a report regarding the Newsletter. Among other observations, he noted that:

- the Newsletter's length had been standardized at 24 pages;
- regular and continuing sections had been established and favorably received;
- average issue cost was just over \$3,000, and that this worked out over four issues to a cost of \$1.25 per unit;
- the Newsletter's overall cost will increase by 5-10% over the coming year; and
- a person was being sought to handle advertising, the increase of which would help diminish costs.

Following the report, a motion was made to pay the editor \$400 per issue as compensation for his efforts. The motion passed.

Third Quarter Operating Statement January 1, 1983-September 30, 1983

Beginning Balance—	
January 1, 1983	\$22,016.37
Receipts	
Accrued Interest	762.69
Newsletter	73.00
Dues/Membership	9,690.00
Sales	784.50
Rendezvous VI	99.50
Rendezvous VII	—
Imprest closed out	137.54
Expenses	
Bank charges	7.14
Newsletter	9,604.30
Dues/Membership	1,487.99
Sales	5,074.67
Rendezvous VI	53.16
Rendezvous VII	1,000.00
Legal Fees	1,362.51
Travel	1,604.21
Mini-Conference	250.00
Postage	269.21
Telephone	—
Supplies	3.37
Printing	140.15
Ending Balance—	
September 30, 1983	\$12,706.89

Sunday's meeting opened with a continuation of the discussion on the hiring of an executive secretary. Dick concluded it by appointing a work group consisting of himself, Laurie and Debby to look at the entire problem and draw up a yearly contract, which will then be circulated to the board for comment and approval or disapproval.

Dick then asked for any reports from other board members. Hal Greenlee opened with a report on the successful mini-*rendezvous* held in September in Mid-Atlantic region (see "Regional Rep Reports" for details). Almost 100 people attended the two-day session, which was structured much like the annual *Rendezvous*, and a number of rangers became new members. Noel Poe and Bryan Swift then told of the mini-*rendezvous* held this summer in, respectively, Pacific Northwest and Alaska regions (see "Regional Rep Reports" in the September issue). Both reported considerable interest in these sessions, and Noel noted a doubling in membership in his region from 23 to 46 following their gathering. Rick Erisman discussed his efforts to increase Association participation in National Capitol region activities (see "Regional Rep Reports"). Jim Tuck concluded by recounting his activities for the year, which included several Association surveys, the development and printing of a membership brochure, and the compilation of a list of seasonal law enforcement training centers.

Dick then raised a series of issues which the board needed to consider and make recommendations upon.

The first concerned the appropriateness of allowing commercial, professional or advocacy groups to publicize themselves or solicit funds or business at the *Rendezvous*. It was determined that prospective sellers would have to contact the Association first and have a state license to sell, and that any advocacy or professional group could put out information but not solicit support from Association members. Dick appointed Rick Gale and Maureen Finnerty as a work group to consider the question of soliciting at future *Rendezvous*.

Noel Poe and Laurie Coughlan were also chosen to work up an indexed binder of all Association policy statements for general reference, as the question of prior decisions on issues under discussion frequently arose during the meeting.

Dick then talked about his creation of a publicity committee and coordinator to further the positive image of rangers, as presented in the last Newsletter. The board concurred on his decision. Several methods for self-publication were discussed, and Dick appointed a work group to further look into prospects. Members are Andy Ringgold, T.J. Priehs, Jim Tuck, Bill Halainen, Beth Wadlow and Sue Hackett.

The question of proper responses to other organizations who criticize us was raised, and it was the consensus of the board that each incident should be dealt with on its own terms.

The board next considered the question of whether the Association should take formal positions on professional issues, and decided that it would be both appropriate

and necessary to do so in most cases.

Concerning our relationships with other professional agencies and support for their efforts, the board resolved that we should evaluate each relationship and/or associated position on a case by case basis.

The board also decided that the membership list should not be released to people requesting it for mailing purposes.

The Sunday afternoon session began with a consideration of the propriety and type of memorials the Association should approve for deceased rangers. After a lengthy discussion and consideration of a number of possibilities, a motion was made that the editor of the Newsletter and the president work together on articles commemorating deceased active members. The motion passed.

Dick then brought up the possibility of a seasonal health insurance plan, which Sue Kylander has been working on with Mutual of Omaha. The package will probably be together and available by next Spring. The only condition attached will be that applicants for policies must be Association members.

Tim Setnicka followed with a summation of sales and marketing prospects. He pointed out three reasons for our involvement in this area: promotion of a positive advertisement for the Association, actual benefit to members through development of useful items, and monetary profit to the organization. The items currently available include patches, buckles, ball caps, and mugs. Together, they realize a profit of 36 percent to the Association.

The final topics for board consideration were the selection of the next and future sites of the *Rendezvous*.

Ginny Rousseau, head of the work group on *Rendezvous* and overall site coordinator, brought up two major questions regarding *Rendezvous*—whether it's wise to start planning from scratch each year, and whether or not the format should always be the same. She proposed that a group be formed to coordinate all *Rendezvous*, with an on-site representative at separate locations directed by that group, and that consideration be given to selecting permanent East and West coast locations to alternate with changing regional locations so that logistical problems might be reduced. A protracted discussion followed this proposal with many opinions aired. Dick closed the debate by creating a *Rendezvous* council or coordinating group, made up of Ginny, Dennis Burnett, Debby Trout and Kathy Loux, to further explore alternatives.

Stan Robbins then presented the two main options for next year's *Rendezvous*—Bar Harbor near Acadia in Maine, and Lake Placid in New York's Adirondack Mountains. Because no ranger had been



Rick Erisman

Dick Martin addresses the board of directors during their meeting Sunday morning.

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Business Meeting

The Association's annual business meeting, highlighted as always by periodic raffle drawings and sundry awards, was held in two parts—one on Monday afternoon and the other over the entirety of Wednesday.

President Dick Martin opened the meeting with a summation of the events and accomplishments that had taken place over the previous year, ranging from the upgrading of the Newsletter to Association contributions in the development of NPS-9, the new general regulations and a host of other programs (see "Message from the President" for the text of Dick's comments).

Reports were then given by secretary Laurie Coughlan, treasurer Debby Trout and Newsletter editor Bill Halainen, all of which were essentially the same as those presented in the board meeting and noted elsewhere in this issue.

Sue Hackett, chairperson of the work group looking into a synthesis of the old BEE and current KSA job selection systems, followed with a summary of her group's activities. The heart of their proposal, which was reported in more detail in the September Newsletter, is the standardization of KSA's and the automation of the selection process. Sue also noted that the Washington office is currently working on a computerized merit promotion plan, and that, consequently, some progress is being made on overhauling the Service's selection and promotion systems.

Mike Sutton, head of the seasonal work group, next spoke of that group's efforts, on "developing advocacy for seasonal rangers." A major effort of the group this year was the dissemination of seasonal survey forms, and the collation of answers from the forms returned to them. At the time of the Rendezvous, 84 responses had been received from 23 parks. A full account of their responses will appear in the next Newsletter; the general recommendations may be found in this issue's work group section.

This opening segment of the business meeting finished up with a short program by representatives from Boise Interagency Fire Center on the new, compact and lightweight "Texas Snow Job" water expansion system, who also invited attendees to check out this and the Coot Firefighter delivery vehicle in the Showboat's parking lot.

The meeting continued Wednesday morning with a review of old business. First on the agenda was a consideration of the dual career work group, which was established at Fontana after lengthy debate during the business meeting there. Dick asked for volunteers to chair the group, which he felt had made limited

headway during the past year. Rick Smith commented on the dual-career announcement made recently by Everglades, noting that it was well-received by most everyone. He pointed out the advantages of hiring couples, and added that the only constraint was that both could not be in the same division with one supervising the other. Rick advised keeping "a very clean paper trail" in order to justify selections made. He also solicited information on the experiences other parks have had in hiring couples for pairs of positions.

Dick then brought up a suggestion made to him that the Association form a work group on EEO. Anyone interested should contact either Dick or Bill Dwyer, who will be involved with this group.

The board decision on memorials for deceased members was presented, as noted in the board report.

The work group set up by Dick at the board meeting to examine the hiring and paying of an executive secretary had decided that such a position was in fact needed, and Dick presented their proposal to pay this person \$6 per hour, with a salary not to exceed \$4,000 in any one year. Action will be taken on this later in the year.

The floor was then opened to new business. Dick Martin served as moderator, Fred Szarka as parliamentarian, and John Earnst and Bob Cunningham as vote talliers.

Joan Anselmo moved that the Association close business meetings to the press. She argued that if the press attended in "free form fashion", problems might result from misinterpretation of comments or misrepresentations of Association positions by members.

Supporters of the motion agreed with Joan's assessment of the possible prob-

lems. Those opposed voiced a number of reasons for disagreeing, including the possibility of antagonizing the press, the chance that closing the meeting would inevitably lead to misinterpretation through secondhand accounts of the proceedings, and the concern that such a procedure would mean only members could attend meetings and that they'd have to be checked in and out.

A vote was called, and the motion failed by a vast majority. No official count was taken.

Jim Loach then moved that a press officer be appointed as official spokesperson for the Association.

Those against the motion felt that Dick Martin is already *de facto* spokesman by virtue of his position as president, and that this was one of the duties for which he was elected. Members in favor pointed out that an official spokesperson would work for and with the president and would reduce his workload. It was also felt that a spokesperson could be "pro-active" by reaching out and informing the media of ranger activities; it was pointed out, however, that Andy Ringgold has already been appointed by Dick to fulfill that task.

The hand vote revealed a fairly even split in the membership on this issue. The motion was defeated, 73-58.

The remaining new business was postponed to the afternoon gathering in favor of a presentation on the housing dispute in Yosemite and a progress report on the development of Servicewide EMS standards.

Mike Durr of the 150-member Yosemite Tenants Association focused on clarifying "the long and complicated" disagreement over rental rates in that park. Among the conditions that eventually led to the suit



Rangers gather in registration area during a break in the business meeting.

Scott Connelly

which they filed against the government, Mike noted a 60-200% increase in rental rates, the "severe financial hardship" for some employees, and the realization that some people were paying rental rates for trailers that were only a few dollars less than the rate paid by the superintendent for his house. The Tenants Association, he said, exhausted the administrative process in seeking redress of their problems, having appealed to everyone up to and including Secretary Watt. When that process failed, the group filed suit against the government in Federal court in Fresno, asking that the court "stop and analyze (the rental rating) procedure under a microscope" to determine if the Service had properly implemented it.

Although employees of other parks have since associated with the Yosemite tenants and all parties feel that a need exists to address larger issues, Mike pointed out that his group was "testing a small issue in a small area."

In concluding, he said that the Yosemite Tenants Association was not happy at having to take this route to rectify what they feel is a definite wrong. "It's important to work with one another and to work with management," he said, "and it shouldn't be necessary to go to the mat everytime (a problem needs resolution)."

John Chew, who is currently in Washington working on Park Service EMS standards, announced that NPS-51, the new document establishing those standards, will be out in December for general comment and should be operational within the next year and a half. Park Service EMT's will then have departmental certification, and won't have to contend with recertification every time they change states. All agencies in Interior will be authorized to manage their own EMS systems. John observed that the successful resolution of this problem was due to Association input and efforts together with strong support from Washington.

Following lunch, the main portion of the business meeting continued.

Nancy Hunter moved that the Association establish a work group to come up with recommendations for a miscellaneous uniform catalogue (that is, a catalogue with items often sought by rangers but not available through official funds).

It was pointed out in the comment period that both Bob Gates, president of R & R Uniforms, and Linda Balatti, Servicewide uniform coordinator, were in favor of establishing such a group.

The motion passed by a large margin, so no actual hand count was taken.

Andy Ferguson followed with a motion that the Association develop a work group to study swapping of permanent positions within the Service.

The many supporters of this motion spoke favorably of the potential for im-

provement of morale, and note was made that programs for job swapping are either being developed or are in effect in Western, Southwestern, Rocky Mountain, Southeast and Mid-Atlantic regions. Opponents spoke of the possibility of "real heartaches" over job exchanges by others who desired the positions in question.

The motion again passed by such a large majority that a hand tally was not taken.

The concluding business of the Rendezvous was the nomination of candidates for officers whose terms expire this year. It was noted again that any member could nominate a person for a position, but that, in the case of regional representatives, only members from a region may vote for any of that region's slate of candidates.

Although a large number of members were at the session and the floor was left open for a fair amount of time for nominations for each position, only two offices of seven had more than one nominee.

The nominations were as follows:

- Vice President, East—Maureen Finnerty, Everglades
- Vice President, West—Jim Tuck, Cabrillo
- Mid-Atlantic Regional Representative—Mary Kimmitt, Independence, and John Chew, Shenandoah. Hal Greenlee, who currently holds the position, was also nominated, but declined.
- Southwest Regional Representative—Cliff Chetwin, Carlsbad.
- West Regional Representative—Steve Holder, Golden Gate, Dennis Burnett, Sequoia, and Sherrie Collins, Grand Canyon.
- Pacific Northwest Regional Representative—Noel Poe, North Cascades.
- Southeast Regional Representative—Tony Bonanno, Blue Ridge.

After the meeting's conclusion, however, Tony withdrew his name from consideration, citing a need for "new blood" on the board. A number of members from Southeast met, nominated and seconded candidates, as is allowed by the constitution, and notified the president, who concurred. The candidates for the position will be Ken Hulick, Chattahoochee, and Sue Bartlett, Great Smokies.

John Chew later withdrew his name from consideration, too. He stated his reasons in a letter to Secretary Laurie Coughlan: "Quite frankly, I just have too many irons in the fire, and I feel that the regional representative's job is too important not to give it the time and attention that it deserves . . . I also feel, as do many others, that we need new blood in leadership roles, and I feel that Mary Kimmitt will do just that for the region."

Late Developments

Position on Regs Changes

As the Newsletter went to press, it appeared likely that the Department was going to propose a significant relaxation of the new firearms regulation. It was the board's understanding that this would be accomplished by changing the definition of an unloaded firearm so that an empty chamber would be the only requirement; the weapon's clip or magazine could still be full. The effect would be a sanctioning of the possession of readily usable weapons in parks.

Because this is such a significant relaxation of the regulation, the Association intends to speak strongly against it, if such a change is proposed, and to call for a comment period of no less than 60 days.

Interested Association members who might want to comment should review the *Federal Register* notice proposing this change. If this is not available in your park, contact your regional representative.

Executive Secretary

Since Debby Trout is already the Association's executive secretary/business manager in all but name, she has been offered the newly-created paid position "on an interim temporary basis for one year", according to president Dick Martin.

"This is an experimental program to see how we function with a business manager," he said. "We'll evaluate it at the next Rendezvous and then see where we want to go."

Rendezvous VIII Site Selection

One of the principle pieces of unfinished business at Rendezvous' end was the selection of a location for the 1984 gathering. Over the next few weeks, fact sheets were put together to make a fair and even comparison of the two main choices—Lake Placid and Bar Harbor—possible, and Stan Robbins of Acadia traveled to both locations for a detailed, on-site inspection. Both fact sheets and Stan's observations were circulated to all the board members for consideration. Then, in mid-November, Dick Martin called around and polled the board to determine the favored site. Bar Harbor was the location chosen, with the dates set provisionally as October 16-20. Stan will be the on-site coordinator.

The next issue of the Newsletter, which will be out in early Spring, will carry fairly complete information on accommodations, dates, agendas, and so forth.

Keynote Speakers

Associate Director Albright's Comments

Associate Director for Park Operations Stanley T. Albright began the main program on Monday, the opening day of the Rendezvous, with some remarks concerning current affairs in the Washington office.

Following introductory comments, he observed that the Park Service has been "the victim in the past of a largely reactive system of management", and said that "the Director and management across the Service have been attempting to turn this system around into a proactive mode."

Albright then gave examples of each approach. Following the Stoneman Meadow incident at Yosemite in 1970, the Park Service reacted by upgrading law enforcement training. As a result, "our training and expertise have greatly improved."

"But our reaction was such that it set off a series of new problems, each calling for a new reaction," he said. "Thirteen years later, we are still trying to sort out the proper solution."

In other cases, the Service has proactively anticipated problems or needs, and has been able to respond immediately when conditions warranted. The PRIP program is an example. When the Government Accounting Office report came out on the condition of facilities in the parks, the Park Service was not caught off guard.

"This time the Service was ready", Albright said, "We had our priorities in order. Years of anticipating paid off handsomely." He admitted, however, that the response to PRIP "is reactive in that we should have made a better case sooner so the problems would have been less monumental."

"We must anticipate potential problems in our programs and in our individual roles if we are to be ready to meet challenges at their inception," he said, "or, better yet, capture the initiative before our programs are beset by problems."

He then addressed some issues of particular concern to rangers, noting first that the Association's presidents "have done an outstanding job in bringing to the directorate your concerns in these particular areas as well as others."

Concerning 025/026, he said that "we have done everything possible" to get them released, and will continue to do so. Albright drew laughter from the crowd when he added that, "if you think you're tired of hearing about it, you should have a 93 year-old ex-director on your case" to get these standards out.

"The quarters situation perfectly reflects the dilemmas of central office management," he said regarding this problem area, noting that the Service administers 214 areas with 4,750 quarters units and 120 areas with none. Among the changes now occurring in the housing program are:

- revision to NPS-36, the quarters guideline;
- a review of quarters conditions, which will have an effect on rental rates and maintenance;
- a review of the Servicewide quarters inventory with the objective of correcting information within it;
- completion of required occupancy certification;
- revisions to OMB Circular A-45 on housing, which the Service submitted comments on in September; and
- proposals to increase training on quarters management and to implement park plans to insure the utilization of funds to bring housing up to standards.

Albright then spoke about personnel development, which he considers to be "the most critical issue confronting the National Park Service today."

"We are constantly trying to improve our training needs assessment process in order to have our human resource development programs be truly reflective of need," he said. The emphasis in the next few years will be basic skills training and on training related to current programs.

He also pointed to lack of mobility as another key problem, which has led to "a reduction in the strength of the foundation upon which our work force has long been based."

Because of changes in lifestyles and the high management turnover coming in the next few years (40 percent of all 025 GS-14's and 15's will be eligible to retire in the next five years), Albright said that we must be proactive and start taking action to prepare for future personnel changes. The current study of half of the Service's employees will help in this planning.

He said that, although our fundamental purpose continues to be the protection of the parks, "we must not and shall not lose sight of the most important resource required to effect that mighty task—our own employees and those who follow us."

While recognizing the need for specialization, Albright suggested that we should have "major fields of emphasis," but should maintain a generalist outlook and be willing to try many things.

"Take a risk, make a move," he said in concluding. "Keep your ideals, but be prepared to accept less than perfect. Although your objectives should not be forsaken, they must sometimes yield to the broader goals of the Service."

"Are you going to be part of the problem or part of the solution?" he then asked. "Part of the team action or watching from the sidelines? You must decide and cast your lot accordingly. Above all, however, enjoy and find pleasure in your work."

Mr. Jarvis' Comments

T. Destry Jarvis, director of Federal activities for the privately-funded National Parks and Conservation Association (NPCA), followed Associate Director Albright with a presentation entitled "A Few Convictions".

Jarvis began by explaining that there were two primary "convictions" upon which he would base his observations regarding the challenges facing the Service today. The first of these was that "the national park system contains the single most important collection of our national heritage"; the second was that "the morale, esprit, integrity and professionalism of the National Park Service family is completely inseparable from the administration, management, interpretation and protection of the resources of the national park system."

Given these two truths, he said, it follows that "a crisis is at hand" when, as is now happening, the former is threatened by "the cumulative impact of countless thousands of threats from outside park boundaries", and the latter is impaired and disrupted by "the politicization and demoralization of the professionals of the Park Service."

Jarvis contended that this crisis has come about as the result of five principal factors:

- the gradual encroachment of park boundaries "in a manner totally beyond the control and often beyond the comprehension of either the Service or those engaged in the encroachment";
- the tremendous growth of the system without a parallel growth in the size of the Service;
- the Service's inadequate response, until recently, to resource threats;
- the "astounding" growth in visitation and types of activities in the parks; and
- the "most sudden and often conflicting pressure of politicization of any agency at any level of government."

He then said that it would take the combined efforts of professionals, citizens and private conservation organizations to "restore the resources of the parks which have been damaged, protect those which are threatened, and maintain that which is intact."

Of prime importance among the reasons for careful maintenance of the parks, Jarvis said, is their "all too often

forgotten" spiritual value, adding that "if our national security depends on our national defense, then I believe that our national sanity depends on the national parks."

He cited passages by Ralph Waldo Emerson, Carl Sandburg, and, perhaps most appropriately, former director Newton Drury in support of this observation. The latter's 1951 statement, Jarvis said, "bears repeating often and loudly": "We must 'cherish these crowned jewels among the lands of the nation to keep them unsullied and intact, to conserve them, not for commercial use of their resources but because of their value in administering to the human mind and spirit. Surely we are not so poor that we need to destroy them, or so rich that we can afford to lose them'".

He then cautioned his listeners—"the present and future managers of the National Park Service"—to be wary of "being too *tolerant*" of negative impacts to the parks as a result of external pressures.

"With the pressure of day to day decision-making," Jarvis said, "perhaps you never have the time to step back and look at the cumulative impacts of several acts of tolerance." He advised that managers take "the long view", do everything possible to resist pressures, and "give in . . . only as a last resort and only after making sure that this will be remembered the next time and counted in the cumulative effect."

Jarvis closed by raising questions regarding the future of the parks, asking if the national parks will still be "primeval and pristine" and the cultural parks will "maintain their dignity in a setting conducive to public appreciation."

"More than any other single group in this country," he said, "the Association of National Park Rangers has within its potential the ability to determine the answer to this question."

Following the formal presentation, Jarvis spoke briefly about NPCA's efforts regarding several pieces of legislation that would affect the Service. His organization is:

- working hard for passage of the National Park Protection and Resource Management Act of 1983, which had just passed the House but faced a tough challenge in the Senate;
- fighting the Alaska National Hunting Act of 1983, which would open 12 million acres of Alaska park land to sport hunting—a bill which he said "is reeling" and "has suffered a major blow";
- opposing changes in the new 36 CFR concerning hunting and trapping;
- supporting an appropriations bill which would quadruple the administration's request for land acquisition money;

- continuing its resistance to A-76 contracting, "one of the most debilitating actions that could affect the management of the parks"; and
- developing several positive programs, including a land trust fund to help parks acquire land, the Freeman Tilden Award to the top interpreter in the Service, the Stephen Mather Award to the best resource defender, and studies for the proposed Great Basin and Grass Prairie National Parks.

Mr. Quarles' Comments

David Quarles of Trend Reports, a group of social researchers attempting to discover the "subtle and real trends" of society, concluded the opening day's presentations with an analysis of future trends in America and their possible effects on the parks and Park Service.

Quarles explained the nature of the work his organization conducts. Researchers read between 225 and 235 daily newspapers, covering 94 percent of the population, with the objective of determining current "issues and agendas" at the local level. By categorizing and counting "events" and analysing their contents, they can determine coming trends, which, Quarles said, differ from fads in that the latter start from the top and filter down while the former come from the bottom and spread upwards.

He cited by example an accurate prediction Trend Reports had made regarding the failure of the ERA amendment. Close examination of newspapers revealed that women's rights had already peaked out as a local issue by the time the amendment came out for the states to vote on.

Quarles said that eleven years of analysis have revealed that there are five bellwether states in the country where almost all trends begin—California, Florida, Washington, Colorado and Connecticut. Based on information culled from these and other areas, Trend Reports has determined some of the major trends in America today.

The major transformation today, he said, is the shift from an industrial to an information society. Historically, it took about 75 years for this country to change from an agricultural to an industrial society. The strategic resource during that time shifted from land as utilizable to land as capital; the shift this time is to information as the primary strategic resource.

Quarles cited a number of changes related to this social transformation, such as:

- the population movements to the Sun Belt, from both the northern United States and from Latin America;

- the maturation of women's roles and their movements into marketplace due to a "democratization of the economic process" through the shift to intelligence rather than capital as industry's primary resource (one-third of 600,000 new corporations are headed by women);
- the decentralization of hospitals and the change in perspectives on health resulting from "the wholeness movement";
- the shift to high technology and electronics;
- the breakup and/or changing roles of large corporations; and
- the new emphasis on quality of life in favor of economic or other advantages.

As a result of all these changes, there will be new impacts on the parks. "The Park Service position is good," Quarles said, "but you're going to have to get comfortable with chaos", which he thinks will be with us until the full transition to an information society is completed.

The nostalgia craze, Quarles said, is one result of this "chaos". As people go back in time to find stability and get their lives in perspective, there will be a considerable growth of interest in historical sites. "People," he said, "will continue to be very interested in the past."

This trend will be reinforced by a major shift in interest to information and education, which will continue through the end of the century. Natural areas will also be affected, as people seek to learn more about nature.

Similarly, the holistic or wellness movement, in which people seek to improve health and fitness, will lead to greater use of increasingly scarce natural areas, including national parks.

Quarles also talked about the interesting effects of the "hi tech, hi touch" syndrome, which holds that for every increase in technology there needs to be an increase in humanity. (As an example, he noted that *E.T.* succeeded as a movie where *Tron* failed because *E.T.* suggested that "it is still possible to be humane in a technical world.") The parks, he said, are seen as "sanctuaries from a high tech world", and, because of this, they will have even higher visitation in the future.

On a personal level, Quarles said that the move from institutional assistance to self-help means that it will be increasingly important for rangers to take over their own careers. Rewards for conformity are out; rewards for diversity are in.

"Get a vision of where you want to go," he said, "and go for it."

(Editor's note: Dave Quarles waived his usual \$3,500 speaking fee to appear at the Rendezvous. The Association extends its thanks to him for so doing.)

Events, Awards and Acknowledgements

Rendezvous Support Crew

The Association extends its sincere thanks to all the people who worked so hard (and without compensation) to make this Rendezvous a success—from initial planning to logistical arrangements to on-site operations. Much of their work was behind the scenes and, therefore, invisible; without it, the Rendezvous simply could not have happened.

Thanks to:

- Dennis Burnett—overall Rendezvous coordinator;
- Bill Briggs—on-site coordinator in Las Vegas;
- John Earnst—program organizer;
- Rob Arnberger and Ken Morgan—raffle organizers and solicitors of contributions;
- Debby Trout, Lea Tuck, Marian O'Dea and the seasonal crew from Lake Meade—registration;
- Patty Scott—T-shirt design and sign making;
- Helen Koch and Laurie Wilson—babysitting;
- Mike Meyer—keg coordination;
- Rick Gale—raffle ticket sales coordinator; and
- Scott Connelly and Rick Erisman—photography;
- the scores of people who helped out when asked.

Fun Run

The annual "Fun Run", a loosely organized competition generally from one to three miles in length, was held late Tuesday afternoon on a course through the streets of suburban Las Vegas.

Several score runners gathered under the portico adjacent to the hotel's side entrance, eager for the start of the grueling contest. Or, at least, semi-eager—as one marathoner and potential pace-setter observed, his race philosophy would be "to start slow, then taper off."

Despite repeated and lucid explanations of the course by Dennis Burnett ("Take a left, then a left, then another left, then go around again . . .") and the possession of a detailed map by another potential pace-setter, there were a number of varied and interesting courses run by the participants.

The first leg—a straight shot down Fremont to the second light—proved no problem, but, after the first turn, consternation set in. Although there were rugged trailblazers aplenty in the field, the streets of Las Vegas presented a heretofore uncharted suburban wilderness, and there were numerous interpretations of the directions that had been laid down by the original pathfinders.



Scott Connelly

As a result, runners approached the finish line from several points of the compass and at various times, occasionally shouting perplexedly to onlookers: "Is this the end?" Eventually, everyone made it back to the Showboat, and, though a good time was had by all, it was not possible in any way to determine just who "won" the race.

Above: Dennis Burnette (back to camera at center) explains Fun Run course to somewhat bemused contestants. Below: Running through the suburban wilderness back to the Showboat.

Awards

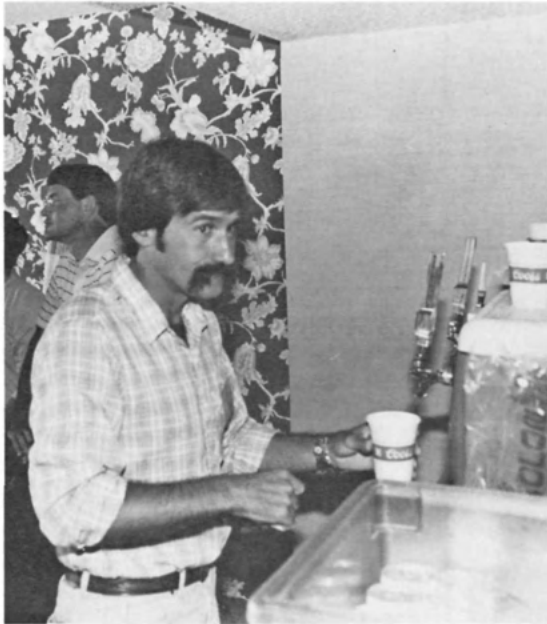
As is traditional, a wide variety of awards and commendations were distributed to members to acknowledge sundry feats, contributions, and noteworthy events:

- The High Roller Award—To Kathy Loux, who was given the \$12 left over after everyone chipped in their own funds for a board and member dinner Saturday night with the objective of parlaying it into an ample sum for the treasury—but who quickly reduced the sum to zero on certain games of chance. (Kathy, however, contends that the final sum was \$1, which was later returned to her, increased to \$10 at the same games, and graciously donated to the Association . . .);
- The Department of Interior Inspector General's Employee of the Year Award for Internal Control of Firearms—To Dave Mihalic, who allegedly lost a firearm on a public conveyance, but had it returned by a conscientious citizen through the lost and found process. (Dave, too,



Rick Erisman

Continued on page 12



Scenes from the Rendezvous

Clockwise from top left: Tapping the traditional keg; friends gathering in the social room on the fourth floor; taking a spin in the Coot Firefighter in the Showboat lot; catching some desert sunshine around the pool; view of the Showboat from the pool.

All photos by Scott Connelly



wished to argue that this story was at variance with reality, but, upon receiving the award, only managed to observe that this was a "kangaroo court" before being hooted off the stage . . .);

- The Rogue Bull Award—To Dick Martin, for his spirited management of Yosemite's Valley District and the Association;
- Past Service as President Awards—To Butch Farabee, Mike Finley and Rick Smith for their distinguished service as Association presidents;
- The Publication Editor Award—To Bill Halainen, for his work on the Newsletter;
- The Grecian Formula Award—To Rick Gale, to help him in his continuing quest for youth;
- Most Distant Traveler Award—To Mack Shaver, from distant Kotzebue, Alaska, above the Arctic Circle and six time zones West of Eastern Standard;
- The Bolo Tie Award—To Rob Arnberger, who, as the newest superintendent in the Service (Saguaro), will need to dress up formally on occasion;
- Most Representatives from a Park—To Sequoia/Kings Canyon (25), with Yosemite (24) and Lake Meade (22) in second and third;
- Rendezvous Chairperson Award—To Dennis Burnett, this year's coordinator;
- Best Shooter Award—To Flip Hagood, for his luck at games of chance;
- Rendezvous Attendance and Support Award—To Harriet Bonanno, for attendance and support work at every Rendezvous.

The Dance

One of the consensus choices as a high point at any Rendezvous is the final evening's dance. This year's hoedown followed one of two cocktail hours hosted by the Showboat—this one featuring a magician who could make a ranger's \$20 bill disappear faster than a rental rate increase. The band that was selected, the Richard Trees Band, got rave reviews from the dancers for their musical ability and the ease with which they could shift from Alabama to Creedence Clearwater and back again. There were impressive displays of two-step and swing dancing on the floor throughout the evening, as rangers of all ages and from all areas worked up a dancing fever in the styles with which they were accustomed. When the band wound up its last set in the earliest hours of the morning, they left behind a thoroughly satisfied and danced out crew of rangers.

Raffle

This year's raffle was an extraordinary success by any standard. The items contributed by both rangers and private companies, noted below, were the main reason for the number of raffle tickets sold and the record receipts realized for the Association treasury—over \$2,700. Rick Gale, Bryan Swift, Rob Arnberger and company employed their usual low-key sales approach ("Nobody leaves this room without buying \$10 or more worth of tickets") to further increase sales.

There were many winners, but, as always, Fortune seemed to smile on a few particularly lucky folks—this year's multiple winners included Kathy Loux, Stan Robbins ("Wait a minute—I've got *both* those numbers") and Noel Poe.



*Rick Erisman
Bryan Swift and Rob Arnberger select a raffle winner.*

Many, many thanks to the following contributors:

Members and Friends

- Phil and Meme Young—replica military haversack
- Chuck and Pat Scott—hand-sewn quilt
- Patrick Given—hand-carved duck decoy
- "Friends of Channels Islands NP"—Channel Islands T-shirt
- Ken Morgan—handmade knife
- Richard Hays—pencil sketch
- Rob Arnberger—wood carving of park ranger
- Jim Tuck—homemade hat press
- Fred and Deb Szarka—Rendezvous brew homemade beer
- Rocky McCreight—set of law enforcement leather
- Mack Shaver—NPS-Alaska T-shirt

- Marcia Atchison—baby quilt/lap robe, homemade pot holders
- Jim and Julie Carson—Navajo sand painting
- Bob Cunningham—handmade knife and sheath
- Cliff and Judy Chetwin—venison jerky
- John Chew—smoked geese
- Mac Foreman—gourmet seafood
- Ed Carlson—handmade candle holder
- Diane Moses—cross stitch
- Jerry Yarborough—handmade wine rack
- Kurt and Ellie Topham—homemade shirt
- Patricia Mason—homespun and knit sox
- Jan Edwards—Rendezvous T-shirt
- Larry Latoki and Cindy Millsaps—buck knife
- Tom Haradan—Mount Rushmore T-shirt

Companies

- Woolrich—Woolrich T-shirt
- Akers Ski—cross country skis
- W.S. Darley and Co.—\$25 gift certificate
- Never Summer (Frank Fiala)—Goretex jacket and pants
- Cheshire and Perez—three buckles, knife and shooting books
- Davis Leather—two leather belts
- R & R Uniforms (Bob Gates)—two Streamlite 20 flashlights
- Don Hume Leather Goods—\$50 gift certificate
- Vasque Boots—one pair of Highlander boots
- Gates-Mills—one pair Goretex gloves
- Wildwater Designs—rescue bag
- Extrasport—two life vests
- Mountain Equipment—U-haul pack
- Richard DeVenney-Life Assist—BP cuff and stethoscope
- Pigeon Mountain Industries—½-inch rescue rope
- Alpen Lite—tour pack
- Madden Equipment—duffle bag
- J.M. Bucheimer—scoped gun case
- Black Forest Snow Shoe—one pair of snowshoes
- Robertson/Synergy Systems—backpack
- Federal Signal—grill lights with wiring
- Snake River Service (Rocky McCreight)—two \$25 gift certificates
- Wilderness Group—backpack
- Alpine Map—bag

Rob Arnberger will be sending out thank you letters and receipts to all contributors as soon as possible. Now's the time to start considering a possible homemade or corporate contribution to next year's raffle!

Workshops

Supervising Seasonals

The workshop on seasonal supervision was a one-hour synopsis of a two-day program which Bill Dwyer presents to various parks through the College of Arts and Sciences Workshop and Conference Division at Memphis State University. During his presentation, he concentrated on the importance of knowing how to build commitment among seasonal employees, as opposed to getting their mere compliance. He reviewed some of the basic supervisory "do's" and "don'ts" which new supervisors should bear in mind as they attempt to get their seasonals to perform effectively, and he emphasized the importance of constructively evaluating seasonals' performance and helping them become more valuable employees. He also stressed the importance to supervisors of soliciting feedback from their employees on how they, the supervisors, are doing, and what they could change to become more effective.

Some of Bill's specific suggestions included:

- keep a written record of employees' behavior;
- provide seasonals with appropriate expectations at the beginning of the season;
- ask for feedback from seasonals;
- don't lose your temper and "chew out" seasonals;
- don't ignore mid-season evaluations;
- become involved in seasonals' work;
- don't put off dealing with personnel problems;
- let seasonals demonstrate their skills;
- don't say "I'll back you if you're right!";
- don't pass down orders without taking ownership of them;
- criticize only what can be changed;
- criticize behaviors (observables), not attitudes;
- parallel changes in a worker's behavior with a change in supervisory behavior;
- *remember* that, if a seasonal is not performing correctly, it is the supervisor's problem and he/she must solicit the seasonal's assistance with solving that problem.

Bill Dwyer

Memphis State/Acadia

Burro Removal at Death Valley

The workshop, which was lead by Pete Sanchez from Death Valley, examined the problem that park has had in removing its non-native burro population. Pete began by noting that the problem is not new, as

the first recognition of their potential impact was made in 1935. He then outlined the process for identifying the scope of the problem through the use of facts and figures that will withstand policy and environmental reviews, and will also meet legal requirements. The final step in this process is the establishment of working relationships among various government agencies and outside interest groups in order to remove the animals in a safe and systematic fashion.

Bryan Swift

Denali

Visitor Impact Management

This Rendezvous workshop was an explanation of a new project sponsored by the National Parks and Conservation Association (NPCA) and conducted by the University of Maryland. This study is an examination of something many of us have known as "carrying capacity", and is aimed at establishing a management framework and necessary strategies for evaluating impacts of visitor use and allocating that use.

Dr. Jerry Vaske and Dr. Allen Graefe explained that their project, which was begun about 18 months ago in response to a provision in the 1978 Omnibus Act requiring that carrying capacities be determined for all parks, involves an evaluation of approximately 1,800 existing studies dealing with this or associated subjects. Their purpose is to find common principles in these studies which might be applied to many or all parks. Their initial report should be issued by mid-1984.

As explained by the researchers, the objectives are to synthesize the existing literature on visitor impacts and then develop guidelines for Service application. They expect to produce a bibliography, a review and synthesis of the literature, and necessary guidelines for applying the principles which have been found to be effective in reducing visitor use impacts.

When the project is complete, it is anticipated that the Park Service will have available a systematic process for approaching problems of visitor use management. A checklist of questions applicable to all types of parks will be developed, and the answers to these questions, as they apply to specific situations or uses, will be used to develop a prescription for that situation.

Co-presenters of the workshop were NPCA's project coordinator, Laura Loomis, and Ro Wauer, assistant superintendent at Great Smoky Mountains. Questions concerning the project should be directed to Ms. Loomis, National Parks and Conservation Association, 1701 18th Street NW, Washington, D.C. 20009.

Carl Christensen
Gulf Islands

Park Police

Lynn Herring, head of the U.S. Park Police, spoke about relations between park rangers and park police—an area of some current concern due to the allegations made in a Jack Anderson column this year, as noted in the last Newsletter.

Lynn began by pointing out that, following attendance by Mike Finley and Dick Martin at a mid-level park police management session, relations between police and rangers had improved considerably. Then came the Anderson article, which, he said, demonstrated that some people "will print anything newsworthy, regardless of credibility" and "without investigation to verify facts."

Lynn said that there was, in fact, "some real paranoia" among park police, and that some officers have come to blame rangers for decreases in recruiting for positions, decreases in funding for equipment, and increases in work loads, which resulted partly from a manpower drop of 60 positions. Their perception is that park rangers are trying to encroach on park police territory, and have even hypothesized "two-year" and "seven-year" takeover plans—neither of which exist.

"I can't believe in my heart that that's the feeling of most police officers," Lynn said. "There's always a small few in any organization that will cause turmoil . . . and motivate others to do likewise." The park police who went to Congress and Anderson did so, he said, because they were "so frustrated they felt (these) approaches were warranted."

He also observed that, contrary to the conclusions drawn by some rangers, the park police "are not expansionist" and do not want to take over ranger duties.

Lynn suggested three ways in which relations could be improved between rangers and police:

- cross-training between the two with related social interaction;
- on-going dialogue on issues and areas of mutual interest; and
- working on assignments together.

Bill Halainen

Minute Man

Computers

Tony Bonanno and Susan Smith, chief of information management in Washington, presented two, two-hour workshops on computers which helped to answer a multitude of questions and addressed a number of current issues.

Tony began by briefly going over what a computer is and is not. The best assessment he gave is that a computer is nothing more—and nothing less—than a tool for managing information, to which Susan added the quote of the day: "Information is power." Tony then defined and ex-

plained the basic components of a computer system, and went over the three general categories of computers—micros, which are basic desk top models; minis, somewhat larger in size; and mainframes, the large, heavy duty machines with large storage capabilities.

A partial list of current applications for Park Service use of computers was discussed, and comments from participants revealed uses in procurement, backcountry/resource management, budgeting, campground reservations, law enforcement, word processing, water quality monitoring and a host of other areas.

A review of general types and categories of software followed, and it was generally decided that a major problem for the Service is a lack of software (programs) to meet its existing needs. The fierce competition between groups producing software has led to the development of some fantastic programs—like Visicalc and Wordstar—for the accomplishment of general goals, and the Service should be able to take immediate advantage of these. There was a good deal of criticism from the floor concerning Datapoint Systems' lack of software which would allow small areas to begin to operate their systems. Of the other systems available, it was pointed out that Apple and IBM currently have the most software available for their units.

The lack of software led the discussion into the lack of compatibility and communication both within and between parks. Sue said that the current Park Service philosophy is to be "multi-vendored" for a two or three year period, after which all systems will be evaluated to see which work best. This means that you can now buy what you want and need not purchase only Datapoint equipment. Washington approval is not needed on purchases of less than \$50,000. The main reason for this large change from past philosophies is the unbelievable advances in hardware and software, and the related reduction in prices.

Concerning the compatibility issue, Sue said that a software clearing house and bulletin board has been established in her office, so that you can call and see who else has systems compatible with the one you have just purchased. While the lid is off on purchasing, there are two operating systems adopted as standard within the Service—MS-DOS and CP/M—so your machine must be able to use one or the other. These operating systems are currently available in 35 different computers, including even some of the new Datapoint equipment. Washington is also going to try to get a hardware inventory list established so parks can swap and trade.

Sue then pleaded with the group to do a planning assessment of particular park-wide needs before running down to Computerland with a purchase order. She used

as an example the planning that Shenandoah recently did before acquiring a computer: They detailed the needs of each division, office and sub-district on a two-axis chart. The horizontal axis was the information profile, i.e. what type of information processing was needed; the vertical axis was a list of specific locations throughout the park. From this it was possible to accurately determine each person's needs and the types of hard and software needed. By doing this, you'll avoid what Sue said was one of the biggest mortal sins of buying a computer—selecting for a special application, such as word processing or campground reservations, to the exclusion of all other possibilities. A system should be usable parkwide, and should not become someone's personal machine.

Both Tony and Sue said that they are available at anytime for consultation, particularly during evenings and weekends when they won't be disturbed by the hustle and bustle of their offices.

Tim Setnicka
Grand Tetons

SF-171's

Two workshops on preparation of SF-171's, the standard form for job applications, were presented by Lynn Guidry, the personnel staffing specialist for Western region. Each session was very well attended, and could have gone on well over the one-hour time frame.

As usual, discussions about SF-171's lead to other personnel related subjects, such as merit promotion, KSA development, OPM registers, the "swap" program, upward mobility, and seasonal

employment. All of these subjects were brought up during both sessions, and many questions were answered. There was a lot of exchange of information and ideas, and Lynn invited suggestions to improve the current system.

Hopefully, the new tips on developing SF-171's and KSA's will enable more of us to become "highly qualified" candidates for vacancies.

Lynn Guidry
Western Regional Office

Uniform Update

Bob Gates, president of R & R Uniforms, began with a short update on the 1982-83 fiscal year, during which time R & R received 20,000 total orders involving 128,000 items, made 6,000 exchanges, and realized approximately two million dollars in sales.

The number of exchanges remained a problem for both R & R and employees. Bob offered several suggestions to reduce the need for exchanges:

- when in doubt, always order the next larger size;
- remember that all trousers are hemmed to order, which requires exact inseam or outseam measurements;
- include the waistband in all outseam measurements.

Among the major problem areas discussed were those regarding discrepancies in hat sizing and the overall fit of most women's garments. Bob said that a thorough study of both problems would be undertaken, and the results reported as soon as possible.



Members attending one of a dozen workshops offered at the Rendezvous.

Scott Connelly

A discussion of the merit of R & R offering an "accessory catalog" of items—such as boots, gloves and Filson cruisers—was held, and the consensus seemed to indicate that the idea was worth pursuing. A work group to study this possibility was later set up by the Association, and Bob will be working with them in examining available options.

R & R will soon have available for wear testing samples of washable summer weight dress pants and lighter weight dress shirts. Linda Balatti, Servicewide uniform coordinator and co-leader of the workshop, is working with North Face on fabrics, fillers and designs for a new parka; any suggestions concerning this item should be sent to her via the regional uniform coordinator.

Linda also reported that an updated uniform standards guideline incorporating information on ordering procedures and allowance calculations will be issued early next year.

Roger Siglin
Southwest Regional Office

Staff Morale

After opening the workshop with a story illustrating the excellent image rangers have with the public, workshop leader Tom Haraden observed that, although we have a good reputation with the public, it may be that park supervisors don't have as good a reputation with their seasonal staffs.

Although Tom discussed seasonal enthusiasm, it was apparent to the participants in the two crowded workshops that the principles applied to building enthusiasm with all staff members. He then talked about a number of things that they do at his park, Mount Rushmore, to build staff morale.

Pre-arrival training manuals, pre-season newsletters and pre-mailing of books are among those employed to show that the permanent staff know seasonals are coming and are excited about their arrival. Schedules and other administrative details are also mailed early.

He suggested a flexibility with schedules and a willingness to change them when problems develop, as well as a realistic approach to scheduling (if the visitor center opens at 8 a.m., start employees at 7:45 a.m.). He also advised managing schedules so that staff members can have nearly three days off on their weekends.

Tom recommended that rest breaks be arranged for seasonals standing in one location engaged in intensive visitor contacts, and that permanents substitute for them. He said that, if you try it, you'll be surprised to find how few rest breaks are asked for, and that it will let the staff know you are willing to help if necessary.

Tom believes that end of the season critiques are actually the beginnings of following seasons, but warned that supervisors shouldn't ask departing seasonals for their thoughts on improving the operation if there is no intent to follow up on suggestions.

A few of the many thoughts that came out during the workshop were: don't waste employees' time, design team T-shirts, take your staff's morale seriously, provide brainstorming sessions, be able to do the work you expect, be human, laugh with the staff, create an attitude of caring, and include seasonals in establishing goals.

Tom concluded by saying that you can't really build good employee morale, but that you can create an atmosphere in which good morale may develop. For starters, building morale takes a sensitivity to others and an ability to recognize them as the uniquely motivated and talented people that they are.

Noel Poe
North Cascades

Interpretive Training

In this presentation, Mary Kimmitt of Independence reviewed recent studies which show that interpretive programs are of less than desirable quality, and that there are rangers supervising these programs who lack either interpretive skills or training.

As an outgrowth of the regional chiefs of interpretation conference at Cumberland Island, a need was recognized for the development of training and skills in a variety of areas which would improve the overall interpretive program Servicewide. Such a program has since been developed, with a "minimum core" of training which includes:

- basic skills—40 hours;
- advanced skills—40 hours;
- ranger skills—200 hours
- interpretive operations—80 hours; and
- interpretive program management—40 hours.

Program managers were also concerned that not all those who needed or wanted interpretive skills courses had opportunities available to them. Consequently, instructors courses were developed and held so that the basic and advanced skills courses could be given in field areas and regions. To date, over 600 interpreters have been exposed to this training. Training courses held in park areas offer opportunities for participants to look at on-going programs and to see skills put into practice.

The ranger skills course offers a broad and comprehensive background in skills areas needed by uniformed employees.

When coupled with interpretive operations, a balanced program of operations and training skills is available which fulfills the needs of most employees.

One of the unique features of the interpretive operations course is the contract which each trainee must sign. This contract says that he or she will pass these skills on to others through provision of courses in their home areas upon their return. Thus, the skills filter down and enable more to benefit.

Interpretive program management is designed for chiefs of interpretation and program managers, and rounds out the core program. This course leads to improved management effectiveness and ensures that the interpretive program is placed alongside other park programs as part of the overall park management scheme.

The core program ultimately benefits the visitor through training of both the front-line interpreter and the program manager. With a more effective and higher quality interpretive program, the visitor gains a more meaningful park experience.

Dave Mihalic
Yukon-Charley

Role of Law in Park Administration

This session, developed and led by Maureen Finnerty of Everglades and Brian Koula of the solicitor's office in Washington, provided a factual and timely overview of the statutes and regulations that authorize or control National Park Service management decisions.

In general all management actions and decisions must be supported by statutory authorizations, and should as a matter of course conform to the following hierarchy in the decision-making process:

- The specific statutory authorization for the requested use, management action or activity. When activities, actions or special uses are not expressly authorized, a determination as to whether they are in derogation of park values must be included in the decision-making process.
- All discretionary decisions must be made in accordance with executive orders.
- All decisions and actions must be in compliance with Federal regulations. A review of all applicable regulations must occur at this stage, and such reviews should not be limited solely to 36 CFR.
- All decisions or actions must comply with departmental manual provisions and Service management policies.

If at any stage of the decision making process a conflict occurs, it should be remembered that policy cannot supercede regulations and regulations cannot supercede statutory law.

During the discussion on First Amendment activities, workshop participants were reminded that the National Park Service may regulate time, place, and manner of such activities, but that at no time should the subject of the activity be a concern. In other words the decision must be "content neutral".

Further discussion concerned authorities for rights-of-way, and it was stressed that several events in the past have placed park managers in embarrassing positions. The participants were reminded that no general statutory authority for oil and gas pipelines exists, and that statutory authority is limited to roads, transmission lines and water conduits.

Questions relating to rights-of-way permits led to a discussion of special use permits. It was emphasized that no statutory authority for special use permits exists, as the special use permit concept finds its support in common law. It should be remembered that they are *only* appropriate for the temporary use of park lands *not otherwise needed for park purposes* that can be removed upon revocation or expiration of the permit.

Finally, the participants were reminded that in 1970 Congress defined the National Park system as "including any area of land and water now or hereinafter administered by the Secretary of Interior through the National Park Service." Congress additionally declared that *all* units of the National Park system, though distinct in character, were inter-related through their resources and purposes, and that they shall be managed in a manner consistent with the Act of August 25, 1916. This mandate was further emphasized by Congress in the Act of November 10, 1978.

In summary, activities, special uses and management activities that are in conflict with these two statutory provisions are not permitted unless specifically authorized in the enabling legislation for a park or are otherwise provided for in Federal statutory law. This is particularly pertinent to national recreation areas, seashores, lakeshores and preserves—while management and special uses and activities may be less protective and appear in conflict with the overall Park Service mandate, these are statutory exceptions to accommodate special uses and *nothing* should be assumed based solely on the title given to an area.

Mike Finely
Alaska Regional Office

Newsletter

The workshop on the Newsletter, lead by editor Bill Halainen, focused on the publication itself in the morning session, and on Park Service publications and editorial perspectives in the afternoon.

In the first session, Bill observed that the philosophy of the Newsletter was to communicate "by, for and with rangers", and that, in this light, his objective as editor is to both pass on Association news to members *and* to address professional issues through a variety of approaches. The current sections of the Newsletter were created in response to these needs, he said, and encouraged rangers to contribute by:

- passing on articles and books on the profession for review;
- keeping him informed on the development of new programs and ideas in the field;
- forwarding information on policy and program development in areas of specific concern to rangers; and
- calling him with any ideas or tips that might be developed into articles.

Bill said that contributors should get in touch with him *before* sending articles to him, partially because of space and timing considerations and partially because of a need to discuss appropriateness to editorial guidelines.

He concluded by noting that Frank Fiala of Rocky Mountains has volunteered to handle ads for the Newsletter, which will be solicited to defray costs of publication.

In the afternoon session, three other editors spoke about their Service and Service-related publications.

Jean Packard, editor of *Parks*, an international journal on the world's parks published by the International Union for Conservation of Nature and Natural Resources with the support of the Park Service, explained that her magazine's focus is on the issues and concerns of parks in all nations and on simple solutions to practical field problems. She then spoke briefly about *CRM Bulletin*, edited by Mary Maruca, which focuses on cultural resource topics.

Jean Matthews of *Park Science*, the Service's publication on "recent and ongoing research in parks with emphasis on its implications for planning and management", talked about the resource management focus of this publication. She noted the similarity in editorial approaches of *Park Science* and the Newsletter, and said that the cross-pollination of ideas among the editors of these two and other publications was a positive and stimulating development in the evolution of intra-departmental editorial cooperation. Jean also talked about the *George Wright*

Forum, a publication addressing similar issues but independent of the Service. Because of this, she said, it can and does address topics of greater controversy.

Naomi Hunt, editor of *Courier*, which she called the Service's "family newspaper", concluded with a presentation on the background and current outlook of *Courier*. Begun in 1955 to foster unity among employees and former employees, *Courier* has since evolved into the main communication link of the Park Service. There are plans to upgrade the publication, she said, but nothing has yet developed.

All three editors expressed their strong interest in receiving articles and ideas for articles from the field. As Naomi said in summing up her comments, "the people out in the field are my staff."

Bill Halainen
Minute Man

EO Considerations

This presentation, held on Monday night, was given by Becky Mills, EO officer for Western region, and Dan Harrison, Department of Interior EEO complaint investigator.

The fact that 50 people attended an evening session after eight hours of meetings and with the multitude of Las Vegas temptations available (shows, gambling in many forms, cheap all-you-can-eat buffets and get-togethers with old friends) shows the interest in and concern for this important topic. Becky and Dan provided an hour and a half to share mutual concerns about equal opportunity and affirmative action.

As a complaint investigator, Dan provided insight into that process. He stressed important points for supervisors: stay calm and do not lose your temper; be specific and stay with the situation at hand; stay away from personalities; be open and honest; if you find you're wrong, don't try to cover up but immediately begin to rectify the situation; keep your supervisor and regional office informed; write memos to summarize meetings.

A general discussion followed. The tenor of this discussion was predictable, due to the emotional nature of the subject, but Becky and Dan tried to answer questions and explain policies about: FEORP, alternative sources of hiring, attracting minorities to careers as park rangers, spouse's problems, unique problems of women, the Cooperative Education Program, and perceptions of opportunities for white males.

Jim Tuck
Cabrillo

Regional Reps Report

North Atlantic

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

Mid-Atlantic

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

Because of the distance from this region to Las Vegas and the cost involved in getting there, it was realized that many area members would not be able to attend Rendezvous VII. So, in order to share the camaraderie of a Rendezvous and afford members an opportunity for input and direct contact with Association officers prior to Las Vegas, a mini-rendezvous was held on September 18-19 in Gettysburg. Invitations were extended to Association members, guests and "anyone interested in the National Park Service Ranger profession" from Mid-Atlantic and National Capital regions. About 100 people responded to this offer and attended the meeting.

Those who came heard several speakers and attended a number of workshops—many the same as were offered to the membership at Las Vegas. There were sessions on visitor impact management, SF-171 and KSA completion, revisions to NPS-9 and the general regs, computers in park operations, ranger skills, integrated interpretive training, housing, natural science research and resource management, and controlling stress.

There was a "traditional beer keg" for those wishing to socialize over a beer, and a dance with disc jockey on Sunday evening. Total expenditures came to just over \$472; receipts from registration and beverage fees brought in \$325. The balance was covered out of treasury money allocated for mini-rendezvous.

National Capital

Representative Rick Erisman, C & O Canal. Address: P.O. Box 31, Sharpsburg, Maryland 21782. Phone: 301-432-2474 (home), 301-739-4200 (work).

In August, Rick met with Jack Fish, Bob Stanton, Lowell Sturgill and Lynn Herring to discuss Association activities, and reports that Regional Director Fish is concerned about the image of park police and park rangers and desires to improve their relationship. Rick will be meeting with him quarterly to keep him posted on Association affairs.

In September, Rick spent two days visiting and working with park police officers in several districts as part of a special introduction and orientation to their operations.

Rick subsequently wrote a letter to Chief Herring thanking him for the opportunity, and noting that the roles of park police and rangers are similar in that "all are responsible for visitor and resource service and protection regardless of the titles we may hold or the different uniforms we may wear."

Rick has also enlisted 21 members from the region to serve as park, agency or associate representatives. There are now well over 50 members in National Capital.

Southeast

Representative Carl Christensen, Gulf Islands. Address: 501 Boxwood Lane, Gulf Breeze, Florida 32561. Phone: 904-932-7612 (home), 904-932-5302 (work).

Midwest

Representative Sue Kylander, Indiana Dunes. Address: 726 Howe Road, Chesterton, Indiana. Phone: 219-926-5464 (home), 904-932-5302 (work).

Rocky Mountain

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

Southwest

Representative Roger Siglin, Southwest Regional Office. Address: Route 6, Box 52A, Santa Fe, New Mexico 87501. Phone: 505-928-8308 (home), 505-888-6371 (work).

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).

Pacific Northwest

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

The weekend of April 14-15 has been set aside for the 1984 mini-rendezvous for Pacific Northwest regional members. As of press time, the location hadn't been selected. New members who have joined since August 1983 should drop Noel a note to be sure that they are on the mailing list for the mini-rendezvous information as well as other regional correspondence.

Alaska

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

Board Meeting (Continued)

available to fully explore the latter, Stan spent most of his time describing the Bar Harbor option. There would be some difficulties with transportation, but options exist for cheap charter flights between Boston and Bangor. Several motels would be used for lodging, with prices in the \$26-\$28 range, and several restaurants would be available for meals. One, the Seaview, could accommodate everyone for a dance and sit-down dinner. The town hall would be available for main meetings, but there would be some difficulty in finding breakout rooms. Nearby Acadia and a possible group ocean trip would be primary recreational outlets.

Because of the dearth of information on Lake Placid, Dick asked Ginny and Stan to make a number of calls there to learn more about available options.

At a special meeting on Wednesday, the board again gathered to consider Rendezvous locations. Cliff Chetwin, who assisted in calling Lake Placid, presented the possibilities there. Travel would again be something of a concern, with primary connections available only to Albany, over 100 miles to the South. But a hotel would be available with 230 rooms available in the \$30-\$40 range, and 100 dormitory rooms in the \$14-19 range. The hotel would have rooms available for all types of meetings. Restaurants would also be available. Concern was expressed, however, over the lack of a nearby park or potential site coordinator. After lengthy discussion, Dick decided to have information sheets compiled on each location, circulate these to the board, then poll board members and announce the choice in the Newsletter.

Ginny then reported the recommendations of the Rendezvous council, whose membership was enlarged by inclusion of Cliff and Judy Chetwin (all members have been Rendezvous coordinators). They proposed that:

- any Association member can suggest sites, and will have a check list available to him from the council to evaluate the site;
- contract negotiations will be conducted through the council member and/or site coordinator;
- the site coordinator will be responsible to the council; and
- the site coordinator will be qualified to serve as a council member after the Rendezvous.

Work Groups

The first two of the following reports are from the leaders of new work groups set up by the Association at Las Vegas; the third is the initial statement by the new leader of the dual career work group; the fourth is the report given by Mike Sutton regarding seasonal concerns at the Rendezvous. Other group leader addresses are listed, with reports to follow in subsequent issues.

Uniforms

Leader Nancy Hunter, Everglades. Address: P.O. Box 279, Homestead, Florida 33030. Phone: 305-248-5081 (home), 305-247-6211 (work).

The uniforms work group will work on drafting recommendations for a catalog to include miscellaneous authorized uniform items to be made available by R & R Uniforms. This catalog will include those items that are not already listed in the regular uniform catalog, but are needed on a widespread basis throughout the Service or in particular regions or climates, such as Alaska. Anyone interested in working with this work group should get in touch with Nancy as soon as possible.

Position Trades

Leader Andy Ferguson, Capitol Reef. Address: Capitol Reef National Park, Torrey, Utah 84775. Phone: 801-425-3871 (work), 801-425-3534 (home).

At the Rendezvous in Las Vegas, the membership strongly supported a study of job trading as a possible consideration for enhancing one's experience and career goals. A twelve-person task group was gathered involving field rangers and regional office staffers from across the country.

The group's plan is to contact each of the ten regions regarding their policies and the mechanisms governing both intra- and inter-regional transfers between willing GS-025/026 participants. The focus of the group's report to the Association will be how this can be accomplished fairly, cost-effectively and expeditiously.

There are a lot of talented people already interested in this project, offering both exciting ideas and genuine reservations. Since the group is still in the information collection and brainstorming phase, members' thoughts are actively solicited. Please drop a line to Andy if you are interested.

Dual Careers

Leader Mona Divine, Yellowstone. Address: Old Faithful Ranger Station, P.O. Box 2272, Yellowstone Park, Wyoming 82190. Phone: 307-344-7381 x6005 (work), 307-545-7305 (home).

A group of Association members met at the Rendezvous to discuss goals for the dual career work group. One of the goals for the upcoming year will be a survey to determine the number of dual careers within the Service, as well as the advantages and disadvantages to both the Park Service and individuals. The survey will be mailed out to the parks, and, if space permits, will be included in the next Newsletter.

The group will also be investigating personnel and OPM regulations concerning alternative approaches, such as timesharing. A report on those findings will also be included in the next Newsletter.

After the survey and other input are compiled, a position paper will be drafted for Association consideration.

The group hopes to work toward positive approaches to the problems of dual careers which would eliminate discrimination against and point out advantages for hiring couples, but would not encourage discrimination against singles also competing for jobs.

One way that parks are making it easier for dual career couples to compete is by announcing vacancies simultaneously when possible. This does not mean that the park will consider couples only, but that it will give couples an opportunity to compete for the positions. Dan Sholly, Hawaii Volcanos, plans to announce two positions simultaneously, and welcomes applications from qualified couples or individuals.

Seasonal Interests

Leader Mike Sutton, Virgin Islands. Address: Box 110, St. John, Virgin Islands 00830. Phone: 809-776-6201 (work).

The work group completed a draft position paper on seasonal employee concerns this Fall, and presented it to the Association for consideration in Las Vegas. The text of that paper follows:

It is the position of the Association of National Park Rangers (ANPR) that seasonal employees are an important part of the National Park Service (NPS). Indeed, to many visitors, seasonal rangers are the National Park Service. Throughout the 67-year history of the NPS, seasonal rangers have played a vital role in fulfilling the mission of the organization. Into the foreseeable future, seasonals will continue to serve the visiting public and protect the magnificent resources for which the National Park System was created.

Seasonal (temporary) employees make up more than one-third of the workforce of the NPS. Because of the unique nature of their employment and lives, they have special concerns. Some of these are shared with permanent employees, others to a

lesser degree or not at all. Many seasonal rangers are concerned that the present system of employment does not best serve their needs or those of the NPS. Some seasonals become so frustrated with the system that they move on to other work, depriving the NPS of talent and experience. This paper will discuss the primary concerns of seasonal rangers and offer recommendations as to how the NPS and ANPR can effectively treat those issues.

Among the subjects which are of greatest concern to seasonal rangers is the system of selection and hiring of temporary employees. Many NPS employees feel that the existing system often defeats the objective of hiring the best people for the available jobs. Training is another area in which most seasonal rangers feel a definite lack, both in orientation to the NPS and their park and in special skills they need to perform their duties at peak efficiency. Availability and quality of government quarters is a concern for many seasonals who work in areas where housing is difficult or impossible to obtain in local communities. Various personnel matters, such as the need for a comprehensive group health insurance plan for seasonal employees, are also important concerns. Finally, many employees feel that seasonal ranger work should be part of a career development process potentially leading to permanent employment with the NPS.

We recommend that these and other issues be addressed in an official policy statement on the role of seasonal employees in achieving the mission of the NPS. There has never been a comprehensive statement recognizing seasonal rangers as an integral part of the organization. This could come either as a special directive from the Office of the Director or as an addition to the NPS Management policies. The document should be a clear indication of how seasonals fit into the NPS, what the organization expects of them, and the manner in which their services will be recognized and rewarded. The concerns outlined in the following sections should be discussed in detail.

Selection, Hiring, and Benefits

Many seasonal employees feel that the current system of selecting temporary park rangers is discriminatory and often precludes hiring the most qualified people. The problem begins with the application for seasonal employment. This material contains important information on the projected number of seasonals to be hired by each park, on which many applicants base their choices of where to apply. Yet the projections are often misleading and unrealistic. The self-rating system for skills is subject to abuse; applicants rating themselves accurately may

not score high enough to be considered. The practice of limiting applications for summer employment to two parks system-wide is viewed by many as overly restrictive. Since the majority of all seasonal employees are non-veterans, veterans preference is seen as unfair and discriminatory, particularly by women.

An increasing number of seasonal rangers who work in both summer and winter parks find they are caught in overlapping commitments, especially in the spring months. Supervisors and selecting officials are sometimes insensitive to prior commitments by seasonals to another park. Many seasonal rangers have to either turn down a desirable job or face poor performance ratings in reprisal for leaving a park before their agreed-upon termination date. The majority of seasonals stick to their commitments and try to work out a compromise between the two parks, where possible.

The lack of benefits in seasonal service is a concern of many employees. Almost all seasonal rangers have need for health insurance, but no comprehensive program is currently available. Seasonals are forced to enroll in private health insurance plans as individuals, where premiums can be prohibitively expensive. Some concessioner-operated hospitals and clinics in the larger parks offer health insurance plans to NPS seasonals, but such plans are usually limited to in-park treatment of minor injuries and illnesses and do not cover major medical expenses.

Recommendations: The application for seasonal employment should be revised to eliminate subjectivity and the potential for abuse of the self-rating system. Realistic projections of seasonal hiring needs should be published and made available to applicants. The NPS should consider allowing prospective summer seasonal rangers to file applications for more than two parks systemwide in order to enhance their opportunities for selection. Veterans preference should be re-examined in light of its possible discriminatory effects. Perhaps additional points could be awarded for military service, but the requirement for offering veterans a position before other applicants with similar scores can be eliminated.

Rather than limiting seasonal employees to working in one park only, as some NPS managers have suggested, seasonals should be encouraged to work both seasons in order to gain a diversity of experience. Communications between summer and winter supervisors should be promoted. If a seasonal ranger works in two parks, the two supervisors should get together and negotiate dates of employment in their respective areas.

Voluntary group health insurance plans tailored to the needs of seasonal rangers

should be developed by private insurance firms with the advice and support of the NPS and ANPR. These plans should cover the seasonal employee throughout the year and need not involve direct payroll deduction. The objective should be to develop health insurance which meets the needs of seasonal rangers while bringing costs down through group participation.

Training

Historically, NPS policy has precluded sponsoring formal training for seasonal rangers, except on a limited, in-park basis. These opportunities have usually been restricted to orientation to a particular park and its administrative operations, or required training such as a law enforcement refresher course. Over the past several years, the time devoted to this training at the beginning of each season has progressively diminished, leaving many parks today with little or no training for seasonals. Any other training seasonal rangers 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. In the words of a seasonal ranger at Grand Canyon National Park: "Depersonalization is the rule in the Park Service. We are hired to fill a slot, man a booth, run so many walks. We as individuals are completely expendable." As NPS budgets are reduced, 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 organization. Attitudes waver, and job performance suffers. While training is not a panacea, it could help alleviate many of the frustrations of seasonal rangers and generate a tremendous return on minimal investment for the NPS.

Recommendations: Training programs for seasonal employees should be developed by the NPS and by independent institutions. The specific content of these programs should be based on thorough surveys of seasonal training needs, such as those now being conducted by ANPR and the NPS Division of Training. Curriculum materials should be developed which are either self-study or can be presented within the parks, using the permanent staff of each park as instructors. These could take the form of written materials, films, video, and/or slide programs. The emphasis should be on reduced cost, no travel expenses for trainees, and training which takes advantage of the considerable expertise of park personnel. And two broad categories of training programs should be addressed.

The first would be an orientation to the National Park Service and system. This area is almost universally lacking in most current programs of training for seasonals. General orientation training would give seasonals a look at the "big picture", and emphasize that they have historically been and continue to be an important part of the NPS. This type of training would be particularly useful to both beginning and experienced seasonals who have never been exposed to a broad perspective on the organization.

The second category would be special skills training. The NPS should provide as much training in special skills as possible to seasonal rangers, in order to enhance their job performance and career development. Where it is not possible to provide special skills training to seasonals, the NPS should make the opportunities for such training known to those who are interested. This should be done through a published list of training opportunities for seasonal employees, developed and issued annually or periodically by the training officers in each NPS region. Institutions providing the following examples of special skills training should be sought out and identified:

- Law enforcement*
- Interpretation
- Resource management
- Fire suppression
- Management
- Use of heavy equipment
- Audiovisual equipment operation
- Technical rock & ice climbing
- Administration
- Supervision
- Emergency medicine
- SCUBA diving
- Safety
- Bear Management
- Horse patrol
- Search and rescue

*(There are now 11 schools providing NPS seasonal law enforcement training.)

Most seasonal rangers 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. The NPS should, in turn, make an effort to help these seasonals get the kinds of training they need.

Housing

Many seasonal rangers have expressed frustration over the lack of adequate government housing at their parks. The concern is twofold: quality and availability. In parks where government quarters are provided, seasonals report overcrowding, poor maintenance, and policies which discriminate against temporary employees. For example, some parks permit only permanent employees to keep pets in NPS quarters, and some supervisors refuse to allow seasonal employees to

cohabitate in government housing. Many seasonals feel that more housing should be available for seasonal employees in all park areas, even those which are near local communities with private rentals. It is often difficult for seasonal rangers to find adequate housing in local communities. Private housing requires a much greater investment than government quarters due to required deposits, mandatory leases, higher rent, utility hookup charges, and the added cost of commuting to the park. Some seasonals simply cannot afford to live outside a park area and thus are forced to decline NPS employment.

Recommendations: Additional government quarters should be provided for temporary employees at park areas where significant numbers of seasonals are hired. This can take the form of relatively inexpensive housing such as trailers, tents, or bunkhouses. These quarters need not necessarily be located within NPS boundaries, though there are obvious advantages to park operations when seasonal rangers live on-site. Seasonal accommodations should be assigned on the basis of need and not overcrowded to the extent that living becomes virtually impossible. Government quarters for seasonals should be maintained to the same standard as for permanent employees. Park housing policies should be free of discrimination against seasonal employees and should be fair and equitable to all. If seasonals are required to obtain private accommodations outside the park, the NPS should pay a reasonable quarters allowance to offset the added costs inherent in such housing.

Career Development

Paramount among the concerns expressed by seasonal rangers is job security. From one season to the next, seasonals never know whether they will be offered a position, even if they received a top-flight performance evaluation. Many seasonals are also concerned over the lack of career development in their work. A seasonal could conceivably work 20 years in a park at the same grade and step level, and many have done so. One seasonal ranger in his 20th summer at Glacier National Park wrote: "I have been a GS-5/1 for the last 18 years with nothing higher to look forward to. My hourly rate has increased 33 percent but my housing (rent) has increased over 1000 percent since I started." Most seasonals do not last this long. For many, the system becomes untenable after a few years and they move on to other work, sometimes at great loss to the NPS. In the words of a seasonal supervisor at Everglades National Park: "I truly believe that we lose the 'cream of the crop' although we'll always have plenty of applicants."

Those seasonals who are interested in a permanent position with the NPS face a formidable task. There is no direct line of progression from temporary to permanent employment. Seasonals who desire a career with the NPS must be chosen from an Office of Personnel Management (OPM) register for park technician and a limited number of other positions. OPM registers are usually closed to the receipt of applications and are typically opened unpredictably for very short periods, eliminating many qualified applicants from consideration.

Alternatively, seasonals may seek permanent positions in less desirable work in hopes they may soon be able to transfer to a permanent ranger position. Some resort to accepting permanent positions with other federal agencies simply to gain competitive status. Others accept permanent jobs such as clerical work or as communications operators with the NPS. These former seasonals are often frustrated because they are working outside their field in a job which does not fulfill their potential, and find it difficult to transfer back into the NPS or to a ranger position. Most seasonals prefer not to deceive the selecting official of a permanent position in another agency into thinking that they are interested in the job and not simply the status.

Recommendations: The NPS should offer merit step increases to seasonal rangers based on performance evaluation and length of service. To do this for wage grade positions and not for those under the general schedule amounts to job discrimination.

In order to better inform seasonal rangers of OPM register openings and other opportunities for career development, the ANPR should set up a telephone information hotline. Recorded information should be updated regularly so that ANPR members and other interested seasonals are presented with timely information on status positions.

The NPS should provide seasonal employees the opportunity to prepare an Individual Development Plan (IDP) similar to that for career employees. This will be particularly important to those who have had several seasons of experience and desire special skills training of some kind. The NPS and ANPR should also explore the possibility of seasonal rangers working towards career status through a trainee program similar to the cooperative education and wage grade worker-trainee programs. Seasonals with enough tenure in the program could then apply directly for permanent positions through the vacancy announcement system. It seems reasonable for seasonal ranger work to follow a logical progression of responsibility and experience leading eventually to a potential career with the NPS.

Implementation of the recommendations outlined in this paper would have a significant influence on the job performance, attitude, awareness, and understanding of seasonal employees. The NPS has a force of talented, capable, and motivated employees perhaps unique in government. The NPS and ANPR now have an opportunity to reward and reinforce these qualities, while simultaneously raising the standards of visitor service and resource protection.

BEE/KSA Synthesis

Leader Sue Hackett, Fort Necessity. Address: RD1, Box 73, Markleysburg, Pennsylvania 15459. Phone: 412-329-5512 (work), or 412-329-5373 (work).

Management Identification and Development

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

Housing and Quarters

Leader Bill Blake, Shenandoah. Address: Box 381, Elkton, Virginia 22827. Phone: 703-298-1675 (home), or 804-985-7293 (work).

President (Continued)

we probably don't intend to give up. More importantly, however, is that the converse is also true. No matter how much we complain about functioning in spite of certain entities, no matter how often we get called out in the middle of the night, no matter how long we go between promotions, no matter how many times we have these or other problems—we are still rangers, an almost legendary profession approaching the credibility and reputation of such organizations as the United States Cavalry or the Royal Canadian Mounted Police. The reason we have this credibility is partly because we are the good guys in the flat hats, but, more importantly, because we always get our job done. Sometimes we just muddle through, but usually we do an excellent job, often under the most trying of environmental conditions, often with limited manpower, often alone with help many miles away, often operating on just our wits. But we always do the job. That is what our reputation is built upon. We must protect that credibility at all costs. I am supremely confident that we can and will do so.

Summer Seasonal Hiring Survey

Jim Tuck, Cabrillo

In 1979, the editors of *In Touch* did us all (and especially seasonal employees) a great service by providing one of the most useful counseling tools we've had for advising prospective seasonal employees how to best "spend" their two summer seasonal applications. They compiled information about the number of applications each park received and the number of positions that they filled.

Because this compilation is now out of date, the Association of National Park Rangers has conducted a survey to update this very important information. The following findings were assembled through the cooperation of many parks in the

system. We're sorry that all parks do not have complete information, but many factors can contribute to omissions—such as the frailties of mail delivery. Ella Drummond, of the seasonal employment office in Washington, provided very useful assistance.

This is how the information is presented:

- a single asterisk by a park's name indicates that the park's respondent feels that the actual chances for 1984 employment are better than statistics indicate, and two asterisks mean that they are probably worse than indicated;
- no number listing for a park means that no information was available for that park;
- "Hires" contains the information that parks provided in each of the three specialties—"N" stands for

new, and is the number of 1983 summer seasonals who did *not* work in that park in 1982, and "T" stands for the total number of 1983 summer seasonals;

- "1983 Apps" is the number of applications that Washington reported each park as having received, with the figure varying with the number of applications that the parks reported in several cases;
- "1982 Apps" is the number of applications that Washington reported for 1982;
- "1979 Apps" is the number of applications that *In Touch* reported in 1979, with the number of hires they reported omitted as being too dated.

Obviously, any survey is only as good as the information that respondents provided, and we hope that we have been able to offer prospective seasonals with valuable help in their quest for employment.

Parks	1983 Hires						1983 Apps		1982 Apps	1979 Apps
	Interp	N	T	Law	Enf	General	WASO	WASO	In	Touch
Alaska Region										
Alaska Reg. Office	1	1		0	0	0	0	29		1
Bering Land Bridge	0	1		0	0	0	1	166		
Cape Krusenstern/ Kobuk/Noatak	0	1	1	3	1	7	226			
Glacier Bay	7	14		0	6	1	2	239	1	239
Katmai	5	5		0	0	2	7	75		
Klondike Gold Rush	5	6	0	0	4	5	62		13	237
Denali	11	20	7	11	4	8	379			421
Sitka	1	3	1	1	0	1	36			82
Gates of the Arctic	3	3	1	2	1	3	148			
Kenai Fjords	1	3	0	0	4	4	114			
Lake Clark	0	0	5	5	0	2	81			
Wrangell-St Elias	0	2	4	5	1	2	158		1	
Yukon-Charley	1	1	0	1	0	2	44			
Mid-Atlantic Region										
Allegheny Portage/ Johnstown	1	2	1	1	0	0	24	91	32	
Appomattox										
Court House*	0	2	0	0	0	3	43	33	45	
Assateague Island	4	9	4	6	6	8	122	152	263	
Booker T. Washington							37	37	21	
Colonial	7	11	0	0	0	2	45	35	79	
Delaware Water Gap	8	18	4	5	0	0	158	224	188	
Edgar Allan Poe							35	23		
Fort McHenry	2	8	0	0	0	0	13	22	43	
Fort Necessity	2	5	0	1	0	0			34	
Fredericksburg & Spotsylvania	3	6	0	0	0	0	33	30	50	
Friendship Hill							9	7		
George Washington Birthplace	1	3	0	0	0	0	20	50	20	
Gettysburg	12	26	2	5	0	0	126	129	95	
Hampton							12	14		
Hopewell Village	1	7	1	1	2	4	76	66	113	
Independence	12	20	0	0	0	0	239	221	171	
New River Gorge							138			
Petersburg	5	24	0	1	0	0	111	77	60	
Richmond	0	0	0	0	0	0	67	29	24	
Shenandoah	7	14	11	15	16	27	337	382	269	
Upper Delaware	8	13	3	12	0	0	114	92		
Valley Forge	5	15	3	6	0	0	210	239	283	

Parks	1983 Hires						1983 Apps		1982 Apps	1979 Apps
	Interp	N	T	Law	Enf	General	WASO	WASO	In	Touch
Midwest Region										
Apostle Islands	2	8		0	0	3	10	111	121	145
Cuyahoga Valley								120	129	174
Effigy Mounds	0	6		0	0	0	0	13	14	22
Fort Larned**	3	4		0	0	0	0	25	10	20
Fort Scott	1	4		0	0	0	0	27	20	
George Rogers Clark	2	4		0	0	0	0	3	6	14
George Washington Carver								15	6	14
Herbert Hoover	6	10		0	0	0	0	22	17	13
Grand Portage	3	7		0	0	1	1	65	205	45
Homestead	3	4		0	0	1	3	30	36	20
Indiana Dunes	2	11	7	12	11	26	158	172	250	
Isle Royale	4	8		0	0	6	10	255	283	222
Jefferson National Expansion	6	13		0	2	0	0	65	79	102
Lincoln Boyhood	0	6		0	0	0	0	10	5	10
Lincoln Home	2	2		0	0	3	4	18	17	28
Mound City Group	2	3		0	0	0	0	23	21	17
Ozark								78	109	309
Perry's Victory	0	0		0	0	7	9	24	23	54
Pictured Rocks	3	4	1	1	2	3	84	122	142	
Pipestone	0	5		0	0	0	0	25	8	14
St. Croix	1	3		0	3	0	0	96	173	74
Scotts Bluff								19	10	19
Sleeping Bear Dunes	6	8	2	5	8	12	102	83	214	
Voyageurs	5	11		0	2	0	2	155	141	107
Wm Howard Taft	1	2		0	0	0	0	16	25	14
Wilson's Creek	1	2		0	0	0	1	27	23	26
National Capital Region										
Antietam	1	2		0	0	0	0	20	37	24
Arlington House	0	0		0	0	2	2	37	42	
Carter Barron								22	10	
Catoctin								33	45	10
C&O Canal— Palasades	8	12	2	2	0	0	44	68		
Allegheny								14	29	
Piedmont								11	15	
Clara Barton								3	7	
Ford's Theatre	1	3		0	0	0	0	11	15	
Fort Dupont								8	17	
Fort Washington								6	57	

THE ASSOCIATION OF NATIONAL PARK RANGERS NEWSLETTER

Parks	1983						1983 WASOWASO	1982 Apps	1979 Apps In Touch
	Interp		Hires		General				
	N	T	N	T	N	T			
Frederick Douglas							16	59	
Glen Echo							9	32	
Great Falls							31	56	
Greenbelt Park							10	20	36
Harpers Ferry	5	11	0	0	0	5			49
Aquatic Gardens							23	45	
Kennedy Center	0	1	0	0	0	0	2	39	97
Manassas	2	3	0	0	0	2	34	26	13
NCR—East	8	11	0	0	0	0	16	25	116
National Mall							126	148	
Oxon Hill	2	2	0	0	0	0	10	12	
Park Police							24	36	
President's Park							48	47	57
Rock Creek Park								1	19
Theodore Roosevelt Island							16	16	
Wolf Trap	0	0	0	0	0	11	212	227	355
Prince Wm Forest	0	0	0	0	3	3	10	60	
North Atlantic Region									
Adams	5	7	0	0	0	0	9	6	20
Acadia							613	410	381
Boston							232	167	203
Cape Cod							986	397	658
Edison	2	5	0	0	0	0	14	4	30
Fire Island	6	11	0	5	4	5	104	111	228
Fort Stanwix	5	7	0	0	0	0	29	46	46
Gateway— Headquarters							150	159	194
Breezy Pt/Jamaica							442	448	517
Sandy Hook	2	2	5	11	20	36	193	155	280
Staten Island							135	135	254
Lowell	10	29	3	7	0	0	201	95	
Manhattan Sites**	4	4	0	0	0	0	22	25	217
Martin Van Buren	1	3	0	0	0	0	18	35	20
Minute Man							42	36	41
Morristown							30	27	81
Roger Williams							3	11	6
Roosevelt-Vanderbilt	2	6	0	0	0	0	59	46	32
Sagamore Hill							16	32	17
St. Gaudens	3	5	0	0	0	0	19	16	20
Salem Maritime	1	4	1	1	0	1	20	16	37
Saratoga							41	72	42
Saugus Iron Works							15	14	17
Springfield Armory							4	2	21
Statute of Liberty/ Ellis Island							83	114	168
Women's Rights							14		
Pacific Northwest Region									
Coulee Dam	2	3	6	11	3	7	114	114	181
Craters of the Moon	1	3	1	1	1	4	51	35	43
Crater Lake**	3	14	2	6	7	16	256	438	487
Fort Clatsop	3	9	0	0	0	0	32	20	15
Fort Vancouver	1	5	0	0	0	0	26	20	51
John Day									
Fossil Beds	0	0	0	0	4	6	60	27	14
Klondike Gold Rush	5	5	0	0	4	6	12	13	19
Mount Rainier	7	25	4	11	32	53	597	978	1508
Nez Perce	1	1	0	0	1	1	22	23	26
North Cascades—									
Stehekin	3	11	0	0	3	4	132	192	100
Skagit	3	10	1	2	6	14	160	123	101
Olympic	9	22	5	11	10	32	1178	777	1070
Oregon Caves	0	0	0	0	1	2	23	57	62
PNR Office							5	25	10
San Juan Islands	3	3	1	1	0	0	88	91	47
Whitman Mission	2	4	0	0	1	1	16	11	9
Boise									
Interagency Fire							426	277	

Parks	1983						1983 WASOWASO	1982 Apps	1979 Apps In Touch
	Interp		Hires		General				
	N	T	N	T	N	T			
Rocky Mountain Region									
Arches							43	47	63
Badlands	1	6	2	2	4	7	275	58	100
Bent's Old Fort	4	4	0	0	1	1	102	166	34
Bighorn Canyon	2	5	1	3	0	1	52	57	61
Big Hole							58	63	18
Black Canyon	0	0	0	1	4	9	72	66	83
Bryce Canyon	4	5	2	3	6	7	90	69	123
Canyonlands	2	5	2	2	5	15	169	159	121
Capitol Reef**	1	2	1	1	1	1	53	32	85
Cedar Breaks**	2	2	0	0	0	0	79	62	21
Colorado	0	0	0	1	7	10	65	281	55
Curecanti	0	1	0	1	6	9	479	190	56
Custer Battlefield**	2	4	0	0	0	0	66	47	25
Devils Tower	3	3	2	3	3	3	139	143	20
Dinosaur	0	5	2	4	8	28	87	66	142
Florissant Fossil Beds	2	3	0	0	0	0	40	20	33
Fort Laramie	6	9	1	1	2	2	100	96	28
Fort Union	1	2	0	0	0	0	7	10	5
Fossil Butte	2	2	0	0	0	0	27	26	6
Glacier	4	32	6	12	21	82	1358	1349	1964
Glen Canyon	4	9	10	15	8	12	399	257	267
Golden Spike	2	3	0	0	0	0	46	71	35
Grand Teton**	10	19	8	25	19	52	803	1310	1949
Grant-Kohrs Ranch	6	8	0	1	0	0	68	172	28
Great Sand Dunes	0	0	0	0	6	8	56	46	90
Hovenweep							8		
Jewel Cave	6	16	0	0	1	1	45	64	57
Knife River	1	1	0	0	0	0	34	35	3
Mesa Verde							382	277	385
Mount Rushmore	7	8	0	0	3	9	96	87	154
Natural Bridges	0	1	0	0	2	2	76	75	20
Pipe Springs							12	23	9
Rocky Mountain	12	30	6	12	40	89	736	809	1360
Theodore Roosevelt	6	11	2	4	4	7	325	419	65
Timpanogos	7	14	3	3	0	0	195	116	51
Wind Cave	13	22	1	2	1	6	84	64	141
Yellowstone	17	57	22	85	41	65	1182	898	1840
Zion	3	9	1	2	7	13	150	135	386
Southeast Region									
Abraham Lincoln									
Birthplace	0	4	0	0	0	0	17	13	49
Andersonville	0	1	0	0	0	0	6	8	17
Big Cypress	0	0	0	0	0	0	129	1	8
Big South Fork	1	1	1	1	1	3	74	67	10
Biscayne	3	3	0	0	0	0	25	14	18
Blue Ridge Pkwy—									
North	7	18	4	7	0	0	128	93	
South	13	32	1	17	2	12	150	117	533
Canaveral	0	1	2	3	0	0	16	17	50
Cape Hatteras							231	215	452
Cape Lookout	2	6	0	0	2	2	50	33	55
Carl Sandburg							38	31	27
Castillo de San Marcos							33	39	36
Chattahoochee	1	1	12	15	0	0	32	43	
Chickamauga- Chattanooga	1	1	0	0	0	0	1		75
Cowpens							45	11	19
Cumberland Gap	2	5	0	0	1	1	35	32	50
Cumberland Island	3	3	0	2	2	2	38	37	14
Everglades	7	8	0	0	4	5	139	113	106
Fort Caroline	0	0	0	0	1	1	3	4	3
Fort Donelson	0	0	0	0	2	6	18	26	12
Fort Frederica	2	2	0	0	0	0	14	17	15
Fort Pulaski*	2	5	0	0	0	0	16	17	25
Fort Sumter							35	18	22
Great Smoky	8	21	11	33	17	29	334	394	390

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Parks	Interp		1983 Hires				General		1983 Apps		1982 Apps	1979 Apps
			Law	Enf	N	T			WASO	WASO	In	Touch
Gilford Courthouse	0	1	0	0	0	0	0	0	14	9	18	
Gulf Islands	6	16	3	4	4	5	90	52	158			
Horseshoe Bend	1	1	0	0	0	0	28	15	4			
Kennesaw Mountain	1	3	0	0	0	0	22	19	28			
Kings Mountain	1	4	0	0	0	0	7	12	19			
Mammoth Cave	10	50	0	0	6	15	181	262	200			
Martin Luther King							15	4				
Moore's Creek							7	6	2			
Ninety Six							15	16	4			
Ocmulgee	2	3	0	0	0	0	28	29	17			
Russell Cave	0	1	0	0	0	1	6	2	5			
Shiloh	4	7	0	0	0	0	20	48	18			
Stones River**	5	7	0	0	0	0	49	42	18			
Tuskegee							86	55	26			
Vicksburg	2	3	0	0	1	4	28	15	16			

Southwest Region

Alibates Flint Quarries									3	7	7	
Amistad							10	1	42			
Aztec Ruins*	1	2	0	0	0	0	15	3	4			
Bandelier	2	4	0	3	2	3	168	137	147			
Big Bend	4	8	0	0	0	0	126	251	34			
Big Thicket	0	1	0	0	0	0	8	15	54			
Buffalo	1	5	4	5	3	3	61	67	95			
Canyon de Chelly	4	7	1	1	0	0	49	33	55			
Capulin Mountain							9	10	16			
Carlsbad Caverns	19	30	0	0	2	2	117	119	93			
Chaco Culture*	0	0	0	0	3	4	36	56	19			
Chickasaw	1	4	0	0	1	11	23	25	72			
El Morro	1	2	0	0	0	0	5	1	11			
Fort Davis							3	2	3			
Fort Smith	0	0	0	0	0	0	8	13	5			
Fort Union	1	1	0	0	0	0	8	6	8			
Guadalupe Mountains	2	3	1	1	2	3	47	60	34			
Hot Springs	1	5	0	0	0	0	32	53	68			
Hubbell Trading Post	3	3	0	0	0	0	29	21	22			
Jean Lafitte							10	6				
Lake Meredith	1	1	0	3	0	0	14	22	29			
Lyndon B. Johnson**	3	7	0	0	0	0	37	91	38			
Navajo	0	0	0	0	2	5	40	26	33			
Padre Island	1	1	2	2	0	0	56	41	58			

Parks	Interp		1983 Hires				General		1983 Apps		1982 Apps	1979 Apps
			Law	Enf	N	T			WASO	WASO	In	Touch
Pea Ridge	0	0	0	0	0	0	0	0	13	9	15	
Pecos	0	1	0	0	0	0	27	28	30			
San Antonio Missions	2	2	0	0	0	0	67	23				
White Sands	1	1	1	1	0	0	19	88	35			
Wupatki/ Sunset Crater**	0	0	0	0	3	4	72	65	25			

Western Region

Cabrillo**	3	3	0	0	0	0	46	45	40			
Casa Grande							6	4	11			
Channel Islands							65	42	66			
Chiricahua	0	1	0	1	2	2	47	29	41			
Coronado	0	0	0	0	0	0	35	11	8			
Death Valley	0	0	0	0	0	0	135	130	18			
Fort Point							48	37	5			
Golden Gate							208	167	410			
Grand Canyon							515	487	1100			
Haleakala							58	62	30			
Hawaii Volcanoes							85	119	142			
John Muir							18	13	22			
Lake Mead							129	110	190			
Lassen Volcanic							330	281	483			
Lava Beds	1	7	0	0	5	7	132	134	104			
Lehman Caves	6	6	0	0	0	0	74	52	29			
Montezuma Castle							15	6	26			
Muir Woods	0	0	0	0	0	0	233	241	18			
Petrified Forest							138	147	99			
Point Reyes	3	3	1	1	1	3	151	121	266			
Redwood	10	17	4	8	0	0	259	287	351			
Saguaro	0	0	0	0	2	6	42	19	68			
Santa Monica							78	61				
Sequoia/Kings Canyon							1024	833	1513			
Tonto	0	1	0	0	0	0	8	9	7			
Tuzigoot							4	2	2			
Walnut Canyon	6	7	2	4	0	4	43	31	64			
War in the Pacific**	3	4	0	0	1	1	54	45				
Whiskeytown							90	91	166			
Yosemite	12	35	5	5	85	160	563	514	1215			

Association of National Park Rangers

☐ New Membership Application ☐ Renewal

Date: _____

Name _____

Title _____

Address _____

NPS Employees:

City/State _____

Park (4 letter code, i.e., YELL) _____

Zip Code _____

Region (i.e., RMR)* _____

*(WASO use NCR)

Type of Membership (Check one)

(1) Active—all NPS employees (permanent or seasonal)

New

☐ \$ 10.00

Renewal

☐ \$ 15.00

(2) Associate—individuals other than NPS employees

☐ \$ 10.00

☐ \$ 15.00

(3) Sustaining—individuals and organizations

☐ \$ 50.00

☐ \$ 50.00

(4) Life—open to all individuals*

☐ \$200.00

☐ \$200.00

(5) Subscription to newsletter only

☐ \$ 5.00

☐ \$ 5.00

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

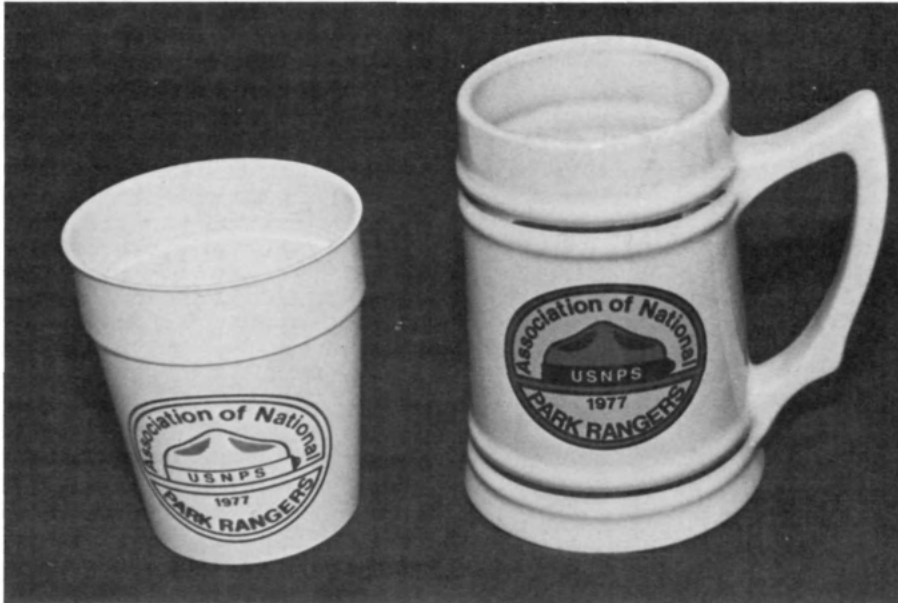
RETURN TO: ASSOCIATION OF NATIONAL PARK RANGERS

P.O. Box 222

Yellowstone National Park, WY 82190

Received \$ _____

By _____



Association Commemorative Items

The Association is now offering a number of items with the official logo along with the official/unofficial NPS/EMS patch seen in the last few issues. Clockwise from the top left are: Stadium cup (\$.30), beer mug (\$9.00), baseball cap (\$7.00), belt buckle (\$23.00), and EMS/NPS patch (\$3.75).

All items are postpaid. Checks should be made out to the Association and sent to: John Chew, Route 1, Box 365, Luray, Virginia 22835.



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

ADDRESS CORRECTION REQUESTED

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