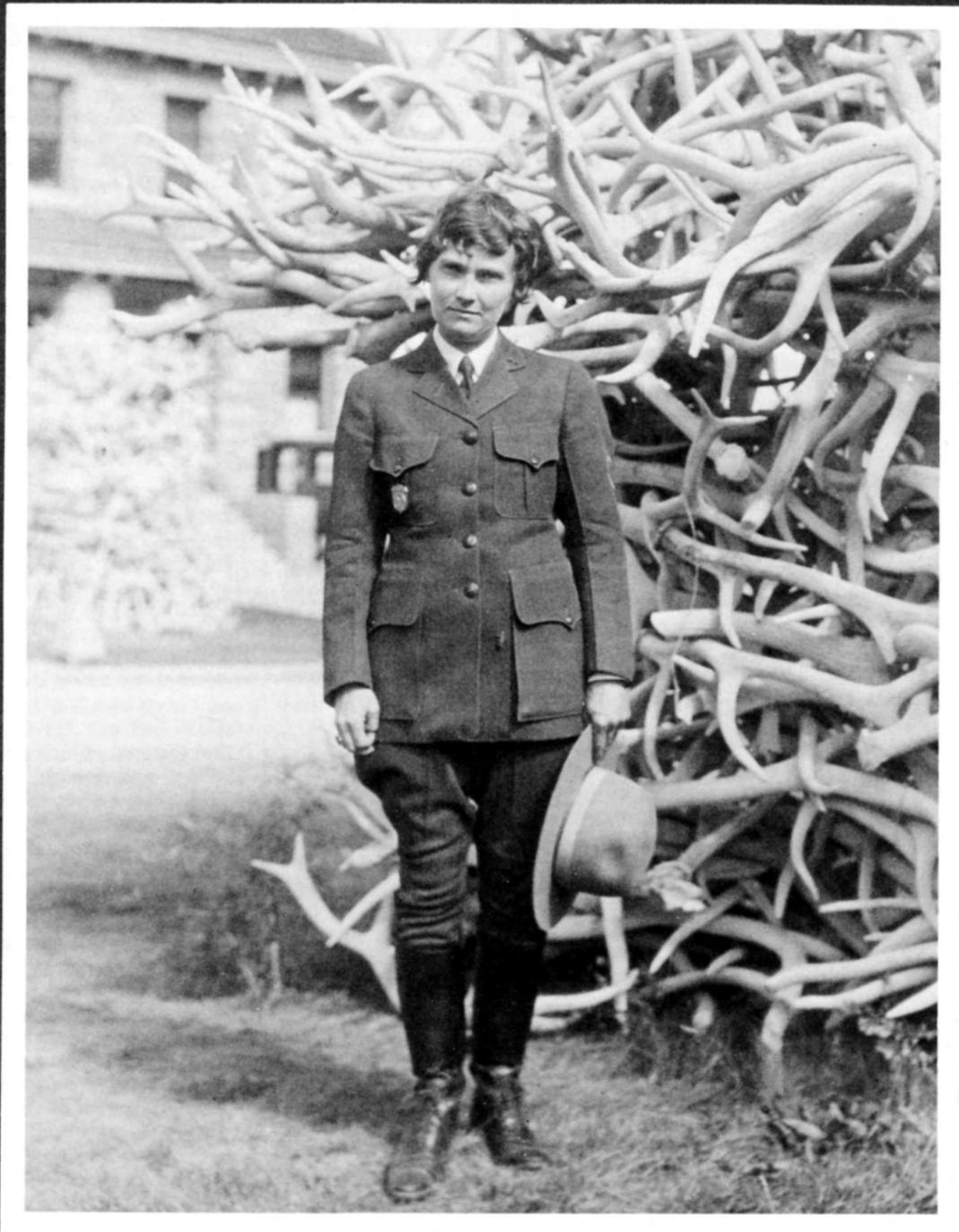


RANGER

The Journal of the Association of National Park Rangers

Vol. I, No. 4 Fall, 1985



Women in the National Park Service

Letters

Editor:

Neal Bullington of Fire Island wrote in your Summer 1985 issue (Letters to the Editor) of having received from the Rocky Mountain Regional Office a copy of the register of eligible candidates for a certain park position; in this case, a position that was awarded to another candidate.

Mr. Bullington did indeed receive the register, listing the names of all competing candidates. He shouldn't have.

Instead, Mr. Bullington should have received a "sanitized" listing with names of the candidates expunged. Why? The Solicitor's Office has determined that the identification (by name) of the competing candidates violates provisions of the Privacy Act, and hence is superior to the provisions of the Freedom of Information act. Our office erred in providing to Mr. Bullington the unsanitized documents.

Certs are and will continue to be available, listing the grades and park locations of job candidates. But they'll not otherwise identify the individuals.

We regret the error in handling Mr. Bullington's request, and beg the understanding of your readers. Many thanks.

Jim Harpster
Public Affairs
Rocky Mountain RO

Editor:

The article in the Summer issue of *Ranger* entitled "Leaving the Service"

covered many issues we have all talked about. It was an excellent survey and should be expanded upon.

Personally I have experienced many of the frustrations and voiced some of the same complaints mentioned in the article. There are a number of other points which should be considered.

The lack of promotion for FLETC graduates found by Ms. Henderson in her survey is high but this does not take into account quality or quantity of work. Some of those individuals may not rate a promotion or even be doing a GS-5 job satisfactorily.

Some of those individuals leaving the Service may not be a loss at all. A supervisor of my acquaintance, when told that a GS-5 law enforcement employee of his was leaving for an 1811 position with promotion potential to a GS-11, stated, "Thank God, he's caused me nothing but problems." When I asked the supervisor if he had recommended the employee for the 1811 position, he stated that he had, but only to get rid of him.

None of the above negates that fact that we are losing an increasing number of highly qualified, motivated, and dedicated individuals for a variety of reasons. The Park Service is not alone in this. Howard Rosen in his book, *Servants of the People: The Uncertain Future of the Federal Civil Service* (Salt Lake City, 1985), states that problems with the federal pay process "... undoubtedly contributes to the increasing deterioration

of the morale of the nation's civil servants." (p. 135) He also comments that, "Neither the public nor political managers appear to be concerned over the increasing loss of experienced personnel." (pp. 89-90)

From my simplistic world view the single most important step to curtail our brain drain would be to abolish the 026 series and make the GS-9 the journeyman level in interpretation, protection, and resource management, with no supervisory personnel at less than the GS-11 level. A newly hired individual at the GS-5 level would progress to the GS-7 level and then to GS-9 at yearly intervals.

I fully realize the classification and grade bulge reduction problems involved in this proposal, but we all know the 026 series is a failure. Far too many overqualified people were hired as park technicians and advanced as soon as possible into the ranger series. In recent years this has become increasingly difficult, which has left us with many truly excellent people working for survival wages.

The recent letters to the editor of *Ranger* by Jack de Golia and Carl Nielson about the "specialist" versus "generalist" concept obfuscate the issue with rhetorical hyperbole. Let's pay our field people who are doing the work at the GS-9 level and not worry how many rangers — correction, angels — can dance on the head of a pin.

One last comment. The lack of mobility and "bag jobs" frequently are commented on as contributing to low employee morale. Response to two recent vacancies I am aware of is interesting to consider. For the GS-12 Chief Ranger position at the C&O Canal just eight GS-11s and one GS-12 applied. For a GS-6 (with promotion potential to GS-7) resource management job at Hopewell Village only seven applications from GS-5s within the Service and one from a student co-op were received. Other people I have talked with recently also perceive a diminishing number of applicants for 025/026 jobs.

This lack of response might be attributable to poor morale, fear of bag jobs, or lack of interest in parks that are not the "crown jewels." Whatever the reasons, the Park Service Merit Promotion System cannot operate effectively without a good pool of well-qualified applicants. Fewer applicants make it all the easier for someone wishing to subvert the intent of the Merit Promotion System to do so. You can't win the game if you don't play the cards.

Lee Boyle
Hopewell Village

Editor:

I would like to offer the following comments on your recent article entitled

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RANGER

The Journal of the Association of National Park Rangers

Vol. I, No. 4 Fall, 1985

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

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

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

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

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Cover photo: Herma Albertson, a ranger who worked at Yellowstone between 1927 and 1930. Photo by the National Park Service.

President's Message

On July 15, I traveled to Washington to meet with Director Bill Mott on several issues of interest to the Association.

The first item on the agenda was the still unresolved 025/026 issue and the continued failure of the Office of Personnel Management to issue revised 025 standards. While ANPR applauded the recent Service efforts to prepare a draft 026 classification guide, it perceived this as an interim and less desirable solution. Director Mott agreed to follow up on this. Revised 025 standards were finally released by OPM on July 29, and the 026 series was abolished on August 18. The new standards are now out for field review, and will be implemented over the next several months. The Association will be advocating the consistent application of these standards Servicewide.

Another related issue discussed was the tremendous bottleneck at the GS-5 level and the increasing loss of good rangers to other agencies. Employees are going into less diverse jobs with better pay and excellent career ladders. A comparability study is needed to look at similar jobs, salary scales, and grade structures in other agencies. The ideal place to conduct this study is FLETC.

Further data is also needed on attrition rates in the Service — particularly at the lower grade levels. In most cases these employees are not youngsters, but experienced rangers who have benefitted from hundreds or even thousands of hours of NPS training. The Service investment in these individuals has been substantial. The frequently heard response to this concern is — “for every good ranger lost, there are dozens more waiting to take his or her place.” This statement is not only false, but begs the issue. One of the Service's most important resources is its employees. There is sufficient evidence to warrant further study of the problems with the goal of developing a long-range solution.

The need for the Service to move positively and promptly to contract with a relocation assistance agency was also discussed with Director Mott. Public Law 98-151 provided authorization for Federal agencies to enter into contracts to provide relocation services to an agency and its employees. Such authorized services include arranging for the purchase of a transferred employee's residence.

Some Federal agencies have already entered into such contracts and have benefitted from prompt relocation of employees, more rapid resettlement of employees and families, more rapid orientation and earlier productivity of employees at new duty stations, and

generally improved employee morale. The benefits of similar contracts for the Service and its employees would seem to be enormous, particularly when the number of employees living in isolated or economically depressed areas and the trend in recent years toward home ownership are considered.

Director Mott expressed enthusiasm and support for the ranger museum. He had visited the Norris Soldier Station during his trip to Yellowstone in June. The memorandum of agreement between the Service and ANPR was left with the Director for final approval and signature. The National Park Foundation has agreed to work with the Association to raise funds for the development of an exhibit plan and for the construction of the actual exhibits. Director Mott suggested that all ANPR members show their support for the project by making a donation. (See the workgroup report for details.)

The final topics discussed were a number of seasonal concerns. I indicated that the Association had a positive lead on obtaining health insurance for seasonals. Seasonals were asked to respond to a survey in the last issue of the *Ranger* to provide base data for potential insurers. Further information including some sample insurance policies will also be available for review at a Rendezvous workshop.

I left two letters with the Director. The first dealt with the treatment of Highly Recommended for Rehire (HRR). ANPR recommended that the authority for the assignment of HRR remain with the first level supervisor, and that a Servicewide approach be taken in advising the parks on the use of the evaluation ratings that does not advocate quotas, goals, or guidelines on the number of HRR's.

The second letter concerned the current restriction in the seasonal application process which limits applicants to a choice of only two parks. ANPR recommended a modest liberalization of the policy allowing applicants to indicate their interest in up to six parks instead of just two.

During our meeting, the Director was attentive and responsive to our concerns. He promised to follow up on all items. I told him that the Association was committed to working with management to address items of concern to the ranger profession. The Director appreciated our commitment of support. We look forward to his attendance at the Rendezvous.

Washington Report

New 025 Standard Released

Late in July, the Office of Personnel Management (OPM) finally released the long-awaited GS-025 park ranger classification and qualification standards.

Among other things, the new standards:

- abolish the GS-026 park technician series;
- change the name of the GS-025 standard from the park management series to the park ranger series;
- authorize the titles of park ranger, supervisory park ranger or park manager;
- require 30 instead of 24 semester hours of qualifying coursework at GS-5 and above; and
- remove police science from the list of qualifying course work.

The standard also defines the park ranger series, lists those positions excluded from it, defines each grade from GS-3 to GS-13 by nature of assignment and level of responsibility, and lists experience, education and training requirements for each level.

The implementation schedule is as follows:

- August 18 - Mass conversion of all GS-026 employees to GS-025;
- September 9-13 - Staffing workshop on application of the new standards;
- September 23-27 - Classification workshop on the standards;
- October/November - Training at each regional office for classes of 40-70 participants; and
- January 15 - Regional, center and WASO reports on results of the required 180-day application of the new standards to positions within their scope of operations.

In his cover memo, Director Mott acknowledged that "the final product may not totally satisfy everyone," but added that they are "responsive to the general requirements of the Service" and that, in any case, OPM — and not the Service — is the final authority on such standards.

Members would be well-advised to not anticipate major and/or immediate changes in position classifications as a result of the release of the new standards. Analyses of the standards and Association comments will appear in coming issues of *Ranger*.

NPS Housing Policy Rescinded

On July 17th, Director Mott rescinded Special Directive 84-5, entitled, "National Park Service Housing Policy," after finding that it was in conflict with re-

quirements established by OMB circulars, public laws and departmental policy. NPS-36, the Service's housing guideline, will now "be used and followed for all day to day operations of the Quarters Program of the National Park Service."

The Director's memo points out that OMB and the department permit "housing to support Government programs and to provide protection of the resource and necessary services." Special Directive 84-5, on the other hand, said that it would be Service policy "to construct or permanently retain year-round, federally owned quarters in units of the National Park System only where they are required by remoteness." Remoteness was defined as any place "beyond reasonable commuting distance from the nearest established community," i.e., anything farther than 30 miles one-way or two hours round-trip.

If 84-5 had not been rescinded, the housing office says that approximately 2,800 quarters Servicewide would have required exceptions for their retention. The parks will now be going back to NPS-36 to analyze their housing and determine future needs.

Budget Reduction Rejected by House

In late July, the House of Representatives passed the Interior appropriations bill. The Administration had proposed a cut of 33 percent in the Fiscal 1986 budget, but virtually all of the proposed reductions were rejected by the House. For example, \$22 million was added for maintenance, \$51 million for construction, \$54 million for land acquisition, \$2 million for air quality monitoring, and \$15 million to restore the proposed 5 percent pay cut. In addition, the House recommended that all \$100 million for the Park Service in the Federal Land Highway Program be sent in fiscal 1986 instead of the zero funding level proposed by the Administration. Congress is expected to conclude work on the Park Service budget in late September.

Congressional Hearings on Parks

Several different park issues were the subject of Congressional attention this summer. Among other actions, the Senate held oversight hearings on the future of the National Park System. The proposed Acadia boundary legislation was the subject of a separate Senate hearing. The House held hearings on the proposed Nassau River Ecological Reserve in Florida, a boundary expansion at Apostle Islands, and oversight hearings on threats to park resources. The House passed legislation to expand Petrified Forest,

Continued on page 12

In Print

Books

Mountain Time, Paul Schullery. \$17.95. Schocken Books, 200 Madison Avenue, New York, NY 10016.

We've needed a modern follow-up to *Oh, Ranger* for some time now. Paul Schullery's *Mountain Time* meets that need and revives many memories — not specific ones, but those generic common feelings and attitudes that we all experience and develop. It's nice to find that one of our former fellow employees can write so eloquently and sincerely about our profession and the park he loves so well. *Mountain Time* is folksy without being hokey, and should be required reading for all of us. Paul's memories of Yellowstone teach us all the importance of observation. His writing is straightforward; he is articulate and writes with emotion but without syrup.

Just as with any book about a subject close to one's heart, I find fault with and challenge some of his observations and statements, but no good writer should expect anything different. I don't believe that "There is only room for specialists" in the ranger ranks. I don't really share the fascination with fishing which peppers Paul's book, nor do I believe that, "To most (of the American public), the parks are little more than grassy Disneyland's." But some of his experiences will bring a little *deja vu* to all of us:

"I didn't always want to do it," he says about giving talks, "but like jumping into cold water it was easy once I got started."

And who of us hasn't been in a situation where we have forgotten that we were off duty and in civilian clothes, yet still played the friendly ranger: "...for when I left the park, or was out of uniform...I was friendly with kids the way people in small towns are, rubbing a little head as naturally as smiling."

One of the best, though, has to be the response to Paul's pointing out Yellowstone's five entrances when asked about how to get out of the park: "Yes, yes, I see those entrances, but I want an exit. Where are the exits?" Visitors say the darndest things.

Schullery does a fine job of making us think about our profession, teaching us a little Park Service philosophy and history while entertaining us. That's what a good book should do.

Jim Tuck
Rocky Mountain RO

Bear Attacks - Their Causes and Avoidance, Stephen Herrero, 287 pages. Nick Lyons Books/Winchester Press, 220 Old New Brunswick Road, Piscataway, NJ 08854.

Stephen Herrero, in authoring the recently published book, *Bear Attacks - Their Causes and Avoidance*, has made a significant contribution to everyone concerned about bears. By applying his training in animal behavior to the findings of his 17 years of bear research in national parks and elsewhere, Dr. Herrero has provided a comprehensive and well thought-out statement about why bears attack people and what behaviors people can adopt to prevent or mitigate injurious attacks by bears. In preparing this statement, Herrero has drawn heavily from detailed study of records of 144 grizzly bear attacks, an additional 135 grizzly bear encounters without injury to bears or people, 135 events involving black bears and people, and other reports of human-bear encounters.

The first eight chapters of the book focus on bear attacks on people — kinds, probable causes, and what could have been done to avoid them or reduce their intensity. The basic information is presented in case study format, with each detailed case study description summarized by a suggestion of why the incident may have happened and what, if anything, the person or persons involved could have done differently.

Underlying the case studies is a basic theme that bear attacks generally arise because of one or more predictable circumstances: 1) sudden encounters where people appear in front of bears both unexpectedly and in close proximity, 2) deliberate provocation of bears by people, 3) past untidiness by people leading to association by bears of people with food, and, in rare cases, 4) bears deliberately preying on people.

Also underlying the case studies is the theme that humans can avoid most (but not all!) bear incidents by being prudent and by properly handling food and garbage. The discussion in chapter nine develops the components of a suggested encounter avoidance strategy. The most significant of these seem to be: make noise in bear country, keep alert, travel and camp in groups, be willing to detour around bears rather than trying to chase them away, avoid traveling or camping on bear trails or other areas of bear activity, avoid directly competing with bears for the same berry patch or fishing hole, sleep in a tent rather than under the stars, and, above all, keep persons and camps rigorously clean of food and odiferous chemicals and never camp where there are signs that previous campers have left food and garbage lying around and freely available to bears.

On page 124, there are two sentences that clearly state this last point: "If you are car camping, and you see culvert or other kinds of traps set for bears, realize that your chances of having a tent torn

open (or worse) are increased. If grizzlies are involved, I recommend leaving."

Chapters 10 through 15 tell the reader about bears — what they are, how they may have evolved to become that way, what they eat, what they do and the resulting tell-tale signs of their activities, how they learn, and how they behave towards each other. These chapters also point out the similarities and differences between black and grizzly bears, and re-emphasize the suggestions given in earlier chapters of the different ways people generally should behave in response to attacks by the two kinds of bears.

The last two chapters apply the concepts presented in the preceding chapters to discussions of coexistence of humans with bears in rural and remote areas and human management of bears. On the one hand, effort is required by people to learn how to manage their own affairs in ways that do not attract bears or precipitate bear attacks. On the other hand, people need to learn how human actions may be influencing the evolution of behavioral traits in bear populations, and, at the extreme, how those actions may be determining whether bears as a species will even survive.

After all, as Dr. Herrero notes, "If a book titled *People Attacks* were written for bears, it could only depict our species (humans) as being typically bloodthirsty killers — aggressive, dangerous, often inflicting fatal injury to bears."

Bear Attacks presents graphic information about individual cases of bear maulings of humans. It sets those cases into the broader perspective of how rare such maulings are (1 per 1.5 million total visitors or 1 per 59,300 backcountry use days in Yellowstone during the 1970's), how they happen as a function of bear and human behaviors, and how knowledge of bear behavior gives humans the opportunity to reduce the rate of maulings while ensuring survival of the bears.

Bear Attacks is very readable, full of facts about bears (e.g., a charging grizzly bear can cover 44 feet in 1 second), effectively illustrated, and shows a sense of caring for both people and bears. It is a book that must be read not only by all who live, work, or play in bear country, but also by those who don't but who care for bears and who want bears to remain part of our wilderness heritage.

John G. Dennis
Biological Resources Division
WASO

Periodicals

While there is no denying that a ranger's work in this country can be hazardous and unrewarding, it is worth reflecting for a moment on the realities faced by others in our profession in foreign countries.

Each year, the Commission on National Parks and Protected Areas of the International Union for Conservation of Nature and Natural Resources presents International Park Valor Awards "to honor wardens, guards and other personnel who [have] acted with physical or moral courage, beyond the call of duty, to safeguard wildlife or other natural or historic resources within national parks and protected areas anywhere in the world." Three recent awards are worth noting here; the citation for the first comes from the January/February 1985 *Parks*, and the second and third from the February/March *PRAC Signpost*:

Passe Maneh, a Senegalese National Park guard, "is recognized for his valorous act in pursuit of ivory poachers in Niokolo Koba National Park. On 12 April 1984, a group of armed men were identified in the park where over the past decade poaching has brought the elephant population from 300 to 87. Mr. Manneh joined a group patrolling the area, spotted several poachers and gave chase. Despite being aware of the danger, Mr. Manneh courageously pursued the men, and as a result was shot and killed. Mr. Manneh gave his life in demonstrating his commitment to protect wildlife and parks against great odds."

Several deceased guards of Virunga National Park in Zaire received a posthumous award for similar efforts. "During the turmoil between 1960 and 1967, over twenty rangers gave their lives in the defense of Virunga National Park. Their valor in this critical period ensured the survival of a world heritage site for all humanity."

And, finally, there is the award given to Sgt. Major Peter Logwe and Uganda's Kidepo Valley National Park ranger force, which was recognized for its "long record of distinguished service in confronting well-armed, aggressive poachers. This ranger force has displayed numerous acts of courage, particularly over the past three years. Often outnumbered by better-armed poachers, this force has continually faced fire from automatic rifles, mortars, rocket launchers, and machine guns as a result of which eight rangers have been killed in action over the past decade. In addition, in 1980, the force as a whole suffered during the famine which affected Karamoja; two of the rangers' children died of starvation, yet there are no recorded incidents of rangers poaching to feed themselves during that time. Peter Logwe, a ranger since 1969 and leader of the force since 1976, has consistently exposed himself to danger from ambush and exchange of fire."

Women In the National Park Service

Polly Welts Kaufman

Frieda Nelson was a bit premature in 1926 when she so proudly displayed her suspenders in her second season as a summer ranger at Yellowstone National Park. Although women like her who did achieve park ranger status before the early 1970's have gone down in Park Service history as the first women rangers, they did not bring real change to the position of women in the Service. But they did demonstrate that women could do the job, and when the movement for equal opportunity finally took hold in the Service, many Park Service people could picture women in uniform because they could recall these early women rangers.

Needs in the broader society have had an enormous influence on the place of women in the Park Service. The example of the history of women rangers at Mount Rainier demonstrates in a microcosm how events outside the Service influenced opportunities for women to be rangers.

In 1918, at the end of World War I, Helene Wilson was put in charge of the Nisqually Entrance Station for a season. In 1943, during World War II, Barbara Dickinson and Catherine Byrnes were given the same assignment. According to park records, it was not until 1974 that

Polly Welts Kaufman is currently researching the history of women in the Park Service. She has been visiting each region since last February interviewing current Park Service women and wives and distributing questionnaires to all women. She is continuing the study begun by Dorothy Boyle Huyck, who died in 1979 before completing the work, and has been loaned Dorothy Huyck's files and tapes to help her in preparing the history.

Polly is anxious to have persons send her any information that will be useful to the study on any of the topics included. They are: current women employees, wives, women who helped to found parks, and positive examples of how women's roles are interpreted in parks. She will be present at the Rendezvous in November. Information can also be sent to her at her home (14 Larchmont Lane, Lexington, MA 02173) or through the cultural resources office of the North Atlantic Region. The author of *Women Teachers on the Frontier* and several articles in the field of women's history, Polly holds a doctorate from Boston University in American Studies and Educational Administration.

another woman, Becky Rhea, was hired as a ranger. Now at Mount Rainier the visitor has an even chance of being greeted by a woman ranger or park technician. Servicewide, a visitor will meet a woman ranger or park tech in approximately one in three contacts.

The event that impacted the most heavily on the chances for women to serve as park rangers was the wave of gratitude that swept the country when the veterans returned from World War II. It reinforced the already strong male imprint on the Park Service ranger image. In 1949, a key examination for park ranger was offered which received wide attention. Hundreds of jobs were open as the Service tried to bring order to the temporary appointments made to returning veterans. Preparation books had a brisk sale. The Arco study guide read:

The Examination for Park Ranger
Park Ranger Jobs for Men 21 to 35

"One of the largest nation-wide examinations is now open. The job is park ranger, at \$2,974.89 a year, for duty in the National Park Service, U.S. Department of the Interior. . . .

"The positions are located throughout the United States and in the Territories of Alaska and Hawaii. All nonstatus Park Rangers and Superintendents must take this examination if they wish to qualify for permanent appoint. . . . Age limits are waived for those entitled to veterans preference. . . .

"Appointees must buy uniforms (cost about \$150.00).

"There will be hundreds of vacancies. . . ."

The result is evident. Hundreds of male veterans with an advantage of either five or ten (if disabled) points and just beginning their careers entered the Park Service on a permanent basis in late 1949. Many stayed and progressed up through the ranks. Many had been serving in temporary positions since the war, and they eagerly awaited the achievement of permanent status.

Before fifteen years passed, and while these men worked their way up the organizational ladder, the Civil Rights movement was in full swing. Several events happened that affected the laws regulating the federal employment of women. A



Frieda Nelson, a ranger at Yellowstone in 1926, displays her new uniform suspenders.

National Park Service

"New Era" had begun, however slowly, and the Park Service had to face change.

The Commission on the Status of Women established by President Kennedy by Executive Order in 1961 highlighted in its report the pivotal role the federal government must play in the employment of women. The President directed the Civil Service Commission and agency heads to make the government, as the largest single employer of women, "a showcase of equal opportunity for women."

In 1962, Attorney General Robert Kennedy invalidated an old law which allowed appointments to specify sex. That old law is interesting in itself. It dated from 1870 and was passed to allow the appointment of women to clerkships in executive departments. However, it had long been interpreted as allowing appointing officers to specify sex in filling positions. The Attorney General's ruling meant that no longer could "park ranger" examinations state that positions were for men only. The 1870 law was actually repealed in 1965, and civil service regulations were revised in 1966 to require each federal agency to establish an affirmative action program. Equal opportunity programs were put into action.

Before looking at how these new regulations affected women's chances for careers in the Park Service, one other important piece of background needs to be studied — this time specific to the Park Service and concerning its historic mission rather than its employment policies and practices.

The famous Organic Act establishing the Park Service in 1916 set up for all time a tension between use and preservation. Preservation was clearly the only goal in the beginning, because the first natural sites were in real danger from exploitation by developers, forest and mining interests, and adventurers. So essential was the goal of protection, in fact, that the U.S. Cavalry was used to staff Yellowstone before 1916. The ethos of a military camp pervaded the early parks, and the few women present were military wives.

After the Organic Act of 1916, the ethos of the Park Service underwent a gradual change until the parks became today's centers for public education through interpretation. Although the first parks celebrated America's natural wonders, historic and cultural sites began to be added beginning with Mesa Verde in 1906, and eventually included a large number of historic forts transferred from the U.S. Army to the Park Service in the 1930's.

As interpretive activities began to in-

crease in importance (and perhaps as they became stratified), more positions became available for which mainstream women possessed the necessary qualifications. Women teachers, curators, librarians and historians held the necessary qualifications to become interpreters, especially in historic sites. In the 1950's and early 1960's, often at the same time that the male park rangers were taking their permanent positions, women were hired as guides at such places as Fort Laramie, Colonial, and Independence.

The story of their uniforms has often been told. At first the guides could order regular uniforms (one woman had to make her own, because she was so small), but after a while the women guides were required to wear various kinds of polyester, airline-steward type uniforms with a similar hat, called by some of its former wearers a "buffalo chip."

In fact, it was in the field of natural history interpretation that a few women had been active from the beginning. As far back as 1917, hotels in Rocky Mountain and Glacier hired women as nature guides for their guests. The Park Service employed a few interpreters directly in the 1920's, including Isobel Bassett, a geologist, who was hired on an impulse by Director Horace Albright at Yellowstone after he observed her voluntary talks on park geology, and Marguerite Lindsley, who was born in Yellowstone and married E.L. Arnold, a ranger. Herma Albertson, who passed the Civil Service test for ranger in 1919, served until she, too, married a ranger, George Baggeley. She published a book on the plants in Yellowstone just as Pauline Mead Patraw, a seasonal ranger at the Grand Canyon in 1929 and 1930, did on the flowers of the Southwest mesas. At Yosemite, Enid Michael served as a naturalist for nearly twenty years.

When the Park Service first began to respond to the civil rights movement, it had as much of a problem deciding what to call its new women as it did over what they were going to wear. Sallie Pierce Harris, who was a guide at Montezuma Castle in 1934, returned during World War II as a ranger, primarily at Tumacacori. Not long after the war, she learned that she could no longer be called a ranger and eventually was given the title of archeologist, the field in which she was trained. She continued with variations on that title until her retirement in the late 1960's. Indeed, the first women who were hired through the ranger intake program, beginning in 1965, were called park naturalists, historians, or information guides until 1971, when the title "park ranger" was finally attached to women.

It was through the Albright Training Center that the Park Service began to recruit its first women rangers. The first two

women began the Introduction to Park Operations course on an auspicious date — the day after the Fourth of July in 1965.

One of them was Elaine Hounsell, who has been a superintendent of a small park and is now a district ranger at North Cascades. There were forty-one men in the class, the seventeenth to be held since its beginning in 1957. At the same time, Glennie Murray (Wall), who was doing research on the petroglyphs and pictographs at Lava Beds, was asked if she had thought of joining the Park Service. Her immediate response was: "But they don't hire women!" She was assured that "they" did and told to take the Federal Service Entrance Exam. She passed it on the first try and, as the only woman in the class, entered Albright in March, 1966. Betty Gentry was the only woman in the second 1965 class. These women are among the first full-fledged women rangers in the new era. Betty is now superintendent of Pea Ridge and Glennie the chief of the Cultural Resources Unit at Golden Gate. Except for Elaine Hounsell, who was called a park naturalist, they each first carried the title of historian.

Because the environmental movement was only in the early stages, women naturalists and scientists were not being graduated from college in the numbers they are today, nor was support for women's athletics yet forthcoming. Although Title IX was enacted in 1972, the guidelines for its application to women's athletics were not released until 1979 (until the Supreme Court's Grove City decision of 1984 threatened Title IX's enforcement). Until both movements began to produce women with the necessary backgrounds, the qualifications for ranger and ranger-naturalist continued to be prohibitive for most women.

Finally, late in 1969, OPM approved new classification and qualification standards to be implemented the following year. The new standards attempted to remove as many sex-specific qualifications as possible. By 1971, women trainees at Albright were called "park rangers." The effort for equity did not end there and was argued out in other positions later (the Park Police, for example, had a five foot, eight inches height restriction that was removed in 1971 only after legal action).

Women began to enter the ranger training program at Albright in increasing numbers, averaging between 15 and 30 percent of the classes from 1973 until recent years, when their numbers have been approaching equity. About 375 women have graduated from the course, now call-



*National Park Service
Yellowstone ranger Marguerite Lindsley Arnold
and her horse Rex (above) and Yosemite
naturalist Enid Michael (below). Each worked
in her respective park from the 1920's to
the 1940's.*

National Park Service



ed Ranger Skills, since 1965. Some of these women now hold historian or other positions. With the increasing emphasis on law enforcement training for rangers, women have been receiving training at the Federal Law Enforcement Training Center in Glynco, Georgia, since 1975. Between 1979 and 1984, 131 Park Service women graduated from FLETC, 20 percent of the total Park Service trainees. About 40 women have taken both training programs. Other women have taken law enforcement training on their own.

Although the figures for women park rangers are not spectacular, they do show that women are here to stay. The number of women rangers can no longer be counted on the fingers of one hand as they were in 1926 when Frieda Nelson showed her pride at Yellowstone. But the numbers are small.

In 1983, of nearly 2,000 park rangers, about 270 were women, or 14 percent. About 1,300 were park technicians, which was 37 percent of that series. A present study of the retention rates of women compared with men trained at each program, Albright and FLETC, should add some other figures. In 1985, at the top of the 025 series (park managers) women are superintendents in twenty-two parks and site managers of ten other parks. The highest-graded woman outside of Washington is Lorraine Mintzmyer, regional director of Rocky Mountain.

An examination of the number of women at different grade levels can be interpreted in two ways. Either the percentage of women is higher at lower grades because many are just entering the Service, or women are finding it difficult to advance.

Women represent one-quarter of the rangers on the GS-5 level and nearly one-third of GS-7 rangers. Beginning with GS-9, women rangers decline from 14 percent to 7 percent at GS-12 and 5 percent at GS-13. Women represent 48 percent of the GS-4 park technicians, 30 percent of the GS-5 park technicians, and 18 and 19 percent of the GS-6 and GS-7 park techs. Park aides were not counted. There is some concern that the classification of park technician, often used for interpreters, will be a way, whether consciously or not, of holding women back.

Not only is it useful to put the growth of women in the ranger ranks in historical perspective, it is also important to put the roles women have played in the Park Service in the context of the roles women have filled in the broader society. Although women have only entered the ranger profession in recent years, it is important to realize that, like women everywhere, they have contributed a great deal. For that reason, the study of the history

of women in the Park Service that I am currently researching will look not only at visible, permanent women.

Even though they were not compensated for it, many women have made large contributions to the parks by working behind the scenes. Wives manned telephones when their husbands were on patrol, handled emergencies, started the first natural history museums in parks, wrote nature guides, and provided (and still do) support for families in isolated places as nurses and teachers. Aileen Nusbaum, for example, designed many park buildings and started the first medical facility at Mesa Verde. Wives and "homesteaders" on clerical staffs have done a great deal to weave the fabric of relations between the park and community.

Another interesting group is comprised of the women who founded parks. The Colorado Cliff Dwellers Association was a women's group who worked to save Mesa Verde. Women reconstructed the Theodore Roosevelt Birthplace in New York City, and were responsible for the acquisition and restoration of Eleanor Roosevelt's Valkill. Minerva Hoyt organized the Deserts Conservation League for the purpose of saving the lands now comprising Joshua Tree, and, by working to protect Royal Palm State Park, Mary Mann Jennings provided the nucleus for the Everglades. Such women as Margaret Murie and Celia Hunter have worked for park lands, most recently in Alaska.

Finally, it is important to look at how women's roles are presented in parks. The story of a single woman homesteader, Adaline Hornbek, adds to the interpretation at Florissant Fossil Beds. Diaries of officer's wives revealed the information for the furnishings at Fort Laramie, where a woman ghost also rides. The Mill girls at Lowell and the wives who brought homes to their marriages at John Muir, Martin Luther King, and Carl Sandburg all matter. The new parks devoted to women's history include Maggie Walker, Eleanor Roosevelt, and Women's Rights.

Frieda Nelson had many things to be proud of as a Park Service woman. She was a ranger on horseback — at least for two seasons — and represented what women can do. Women have been working for the parks from the very beginning, when the first women explorers rode side-saddle into Yellowstone one hundred years ago. They have served both behind the scenes and one the front line and their many stories need to be told.

The Autumn of '85

Featuring the **Rangeroons**®



By Keith L. Hoofnagle

In autumn a new **JAM** is added to the selection of famous (or infamous) **National Park Jams** that Rangers are thoroughly familiar with...



OOOH! AHhhh! LOOK AT THOSE LEAVES! GET THE CAMERA! OOOOH!
PRETTY PRETTY!

OKAY, OKAY... SO ALL THE SEASONAL RANGERS HAVE GONE! IT HAPPENS EVERY YEAR AT THIS TIME! PULL YOURSELF TOGETHER! IT'S NOT THE END OF THE WORLD!

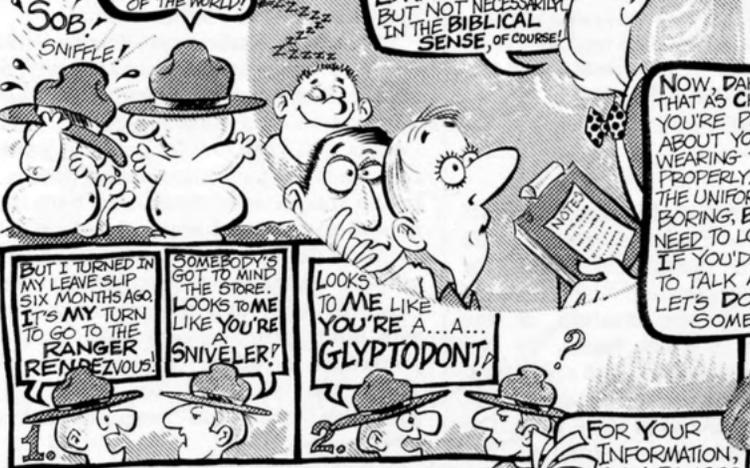
Fall is Training Time for Rangers

THIS COURSE IS CALLED "KNOW YOUR EMPLOYEE" WHEN WE'RE THROUGH WE EXPECT YOU TO KNOW YOUR EMPLOYEES, BUT NOT NECESSARILY IN THE BIBLICAL SENSE, OF COURSE!

We all know that there isn't a single field Ranger in the Service who earns enough money to be a REAL YUPPIE. But there are still those who display all of the symptoms. In the Fall this kind of Ranger is easier to spot than at any other time of year.

If the Yuppie Ranger is a woman, here's what to look for:
Full-length mink coat, Diamond stud earrings, Opera gloves. She subscribes to Metropolitan Home & drives a 4 wheel drive, Park Service, green BMW.

NOW, DAHLING, I KNOW THAT AS CHIEF RANGER YOU'RE PERSNICKEY ABOUT YOUR RANGERS WEARING THE UNIFORM PROPERLY. BUT I SAY THE UNIFORM IS BORING BORING, BORING! I NEED TO LOOK NICE! IF YOU'D LIKE TO TALK ABOUT IT, LET'S DO LUNCH SOMETIME!



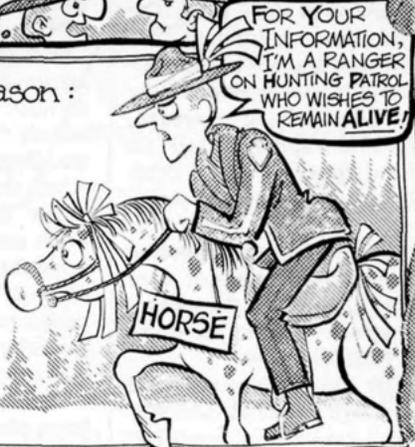
BUT I TURNED IN MY LEAVE SLIP SIX MONTHS AGO. IT'S MY TURN TO GO TO THE RANGER RENDEZVOUS!

SOMEBODY'S GOT TO MIND THE STORE. LOOKS TO ME LIKE YOU'RE A SNIVELER!

LOOKS TO ME LIKE YOU'RE A...A... GLYPTODONT?

Fall is Hunting Season:

OH, HOW CHARMING! DON'T TELL ME, LET ME GUESS! YOU'RE WITH THE RINGLING BROTHERS - BARNUM & BAILEY CIRCUS AREN'T YOU?



THE REAL GIVEAWAY IS HER CALVIN KLEIN SWISS ARMY KNIFE!

...AND HER DESIGNER KELTY PACK!

THOROFFARE RANGER STATION - Y.N.P.

Hoofy ARD

A Statement for Interpretation

Elizabeth Oster Mozzillo
and
Byron G. Fortier
Jean Lafitte

During recent years, an unfortunate and rather negative feeling that has permeated the ranks of Park Service interpreters is that our work has somehow been relegated to last place on the list of Service "imperatives." While lighthearted — and for the most part, healthy — inter-divisional rivalry flourishes among interpretation, protection, resource management, and maintenance in every field area, the message being sent to too many interpreters in too many parks and regional offices is that our function is an expendable luxury. When funds are budgeted for interpretive training and activities, we note that with increasing frequency such essential items as seasonal interpretive positions don't survive the first cut of a park's "critical needs" list. As two professional interpreters with a total of nine years and five months experience (in both interpretation and protection) in six different parks, we would like to share with you our thoughts about the realities that lie behind this trend.

A look at recent Park Service budget and training statistics reveals that the general apprehension that the Servicewide emphasis on interpretive training and program development is diminishing is based on fact. A comparison between expenditures for interpretation and protection for fiscal years 1977-1985 (see graph on next page) provides a particularly good example.

Interpretive funds have fallen far short of the financial commitment to protection. In six out of nine years, the percent of increase for protection has been greater than that for interpretation. Even in years when interpretation has enjoyed a greater percent of increase — including 1981's whopping 31% expansion — it still trailed the budget for protection by millions of dollars.

But perhaps most significant of all is the projection for 1985, which shows a nine percent increase for protection and a seven percent decrease for interpretive programming. It is also worth noting that, when the primary work elements (also shown on the next page) included in the

Elizabeth Oster Mozzillo and Byron Fortier manage the interpretive operation in the French Quarter Unit at Jean Lafitte.

They extend their special thanks to Marlene Zichlinsky, also of Jean Lafitte, for her help in preparing this article.

overall interpretive appropriation are examined, a number of activities such as fee collection (138) and transportation (139, 158) are included in the funds earmarked for interpretation. This means that the overall dollar amounts dedicated to the actual interpretive activities that occur in parks are smaller than the chart indicates. We suspect that a comparison of maintenance and resource management budgets for the same years would yield similar profiles.

A survey of the fiscal year 1985 training courses in interpretation and protection offered at Mather and FLETC, respectively, shows that a decided emphasis is being placed on the development of law enforcement skills at the Servicewide level:

Stephen T. Mather Training Center

*# Course Titles

- 1 "Interpretation of High-Risk Activities"
- 1 "Historic Weapons Firing Certification"
- 1 "Interpretive Operations for First-Line Supervisors"
- 1 "Site Bulletins Workshop"
- 1 "Interpretive Program Management"

Federal Law Enforcement Training Center

*# Course Titles

- 9 "Basic Law Enforcement for Land Management Agencies"
- 2 "Criminal Investigation"
- 2 "Archeological Resources Protection"
- 2 "Firearms Instructor Certification"
- 1 "Law Enforcement for Managers"
- 1 "Wildlife Law Enforcement"
- 2 "Law Enforcement Refresher"

*# of Courses Given

At the regional level, interpretive staff have worked for a number of years to fill the void left by diminishing support for training in interpretation at Servicewide centers through the creation of the regional skills training teams. In our region this has translated into the presentation of two interpretive skills workshops (I and II, respectively) in fiscal 1985. The authorization of the core training program for journeyman and supervisory interpreters was certainly a recognition of the fact that interpretive training is needed, but if the designated training courses are prioritized behind those of other disciplines, the concept becomes an empty gesture.

Significantly, the training designated as essential for interpreters does not even come close to the intensity of the natural resources management trainee program, or even a basic FLETC course.

We believe that the decrease of fiscal support for interpretive training and program development has been influenced to a substantial degree by several erroneous

perceptions. Of these, perhaps the most demoralizing is an oft-expressed notion that our work is not "real" or essential labor in the way that, for example, conducting patrols or building trails are both difficult tasks and important to the successful management of a park area.

Frequently coupled with this is a belief that such typical interpretive activities as conducting a walk through a historic district or along a nature trail, or working at an information desk, require very little skill or training. Many non-interpreters seem to believe that little more than memorization of a few facts in some books or a training manual are necessary.

Finally, following as an apparently "logical" conclusion, is the opinion that interpretive programs and skills development don't need funding as critically as do the activities of visitor protection, maintenance, and resource management.

As any interpreter knows, these perceptions are embarrassingly inaccurate. First, and most important, it is time to lay to rest the notion that interpretation is not as vital a function of the Service mission as any other activity. Instead of viewing our walks, talks, exhibits, and brochures as "nice" but non-essential appendages of a park's activities, our colleagues should recognize them for what they are: critical connecting links between our processes of caring for park resources and the use of those resources by visitors. Our work is an essential component of every park activity that interfaces with public use.

By translating messages flowing from decisions made by maintenance, protection, and resource management staff into information that is accessible to park visitors, we enlist our public's participation in the park management process. In the volatile environments of both the natural and cultural areas we manage, it is critical that our visitors understand and support management decisions so that they will enjoy and use park resources with both personal safety and resource protection in mind. We simply can't always be on hand to watch and admonish; "wise use" requires visitor participation.

In the classic book, *Interpreting Our Heritage*, Freeman Tilden quoted a park service administrative manual which stated: "Through interpretation, understanding; though understanding, appreciation; through appreciation, protection." While this statement has been quoted often enough to become a half-forgotten generalization, it has lost none of its essential truth. Interpreters and their products are uniquely qualified to serve as conduits of communication between park managers and park users.

Perhaps most important, we can help to bring about not only compliance with but enthusiastic support for our management

**Primary Work Elements
Protection Appropriation**

- 160 - Visitor Protection
- 165 - Safety and Occupational Health Services
- 168 - Unbudgeted Law and Order Costs
- 169 - Program Administration and Support - Visitor Protection and Ranger Activities
- 170 - Fire Protection and Presuppression
- 171 - Fire Use
- 175 - Search and Rescue (SAR) Preparedness
- 176 - Emergency Search and Rescue Operations (Minor)
- 178 - Emergency Search and Rescue Operations (Major)

**Primary Work Elements
Interpretation Appropriation**

- 138 - Fee Collection Operations
- 139 - Visitor Transportation Systems
- 140 - Interpretation
- 142 - Harpers Ferry Center Program Support
- 143 - Harpers Ferry Center Preservation Program
- 144 - Museum Services/Reference Services
- 145 - Exhibits
- 146 - AudioVisual Maintenance
- 149 - Program Administration and Support - Interpretation and Visitor Services
- 152 - Living Farm/Living History Demonstration Sales
- 158 - Limitation for Transportation of Children

policies and procedures, often more effectively — and even cheaply — than other solutions such as increasing patrols, issuing permits, or effecting closures. On the other hand, when such things as closures are necessary, we can help our public to understand and appreciate the need for them — and to respect them. And on a larger scale, we can send our visitors home with a greater understanding of the role and function of the National Park System, a necessary prelude to the citizen involvement and support that has helped to build them.

In this light, it is interesting to note that our sister agency, the Fish and Wildlife Service, eliminated interpretation as a line budget item some time ago. All of their interpretive activities are now coordinated through resource management. While we do not advocate that the Service follow a similar drastic course, we find the perception that interpretation is considered to be a part of a successful resource management program most illuminating.

The daily practice of the profession requires a great deal of skill. Much more than a simple memorization of a set of facts, quality interpretation of any park resources requires thorough research of a variety of sources — most of which interpreters are expected to conduct on their own time — followed by the arrangement of significant facts into material that will educate, stimulate, and challenge our visitors.

Merely stating that a bird a visitor is watching is a rufous-sided towhee or that the building they are photographing is the

oldest cathedral in the New World is *not* interpretation. This fact may come as a surprise to many non-interpretive park staff who, since they routinely answer such questions, believe that they are doing interpretation. Converting highly technical scientific or legal language into information as simple as the answer to a question or as complex as a park publication or museum exhibit — and doing it in such a way that your audience will not only understand but be inspired to know more — is what make interpretation different from merely providing information.

The typical interpreter leading a walking tour, for example, must extemporaneously tailor a carefully-researched presentation to the needs of the group, bearing in mind the varying ages, educational levels, and ethnic or cultural backgrounds of his or her listeners. Every question from the visitors requires a mental search for information, translation into language appropriate for all members of the group, and an immediate re-evaluation of the rest of the presentation based on what the questions indicate about the group's interests and needs.

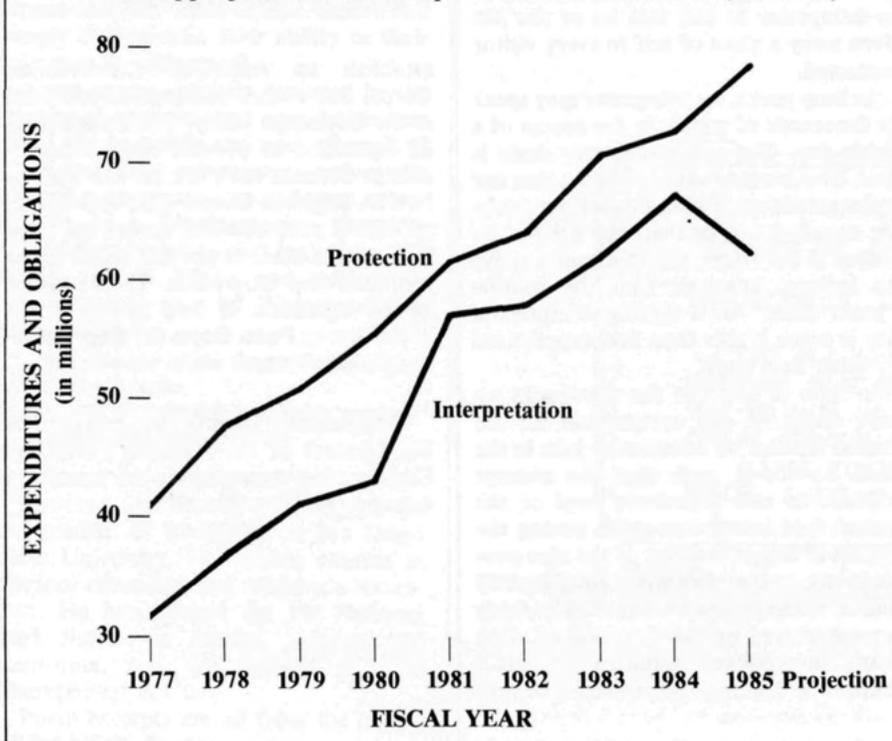
Meanwhile, safety considerations, such as the movement of the group down a narrow, canyon-edged path, change with every moment and must be noted constantly by the interpreter. And during the whole process, the interpreter must take care that his or her physical performance elements, such as voice level and body movements, are enhancing the basic presentation of information.

Balancing all these complex elements requires a great deal of skill, as do other routine information management tasks performed by interpreters. Technical information management is regarded as a specialized profession when it is practiced by *journalists, teachers, librarians, and museum educators*, yet, for reasons that mystify us, a large number of our colleagues who observe our endeavors refuse to accord us similar respect. Perhaps it is due to the fact that interpretation, unlike protection or resource management in the Park Service, is not a specifically legislated agency function. Does the lack of a "General Interpretive Authorities Act" place our area of responsibility in the twilight zone?

In recognition of the importance of developing and maintaining professional-level skills, most interpreters not only conduct exhaustive self-analyses of their effectiveness as communicators, but are also routinely subjected to oral and written evaluations of the quality of their programs as the result of audits conducted by their supervisors.

Written evaluations are typically one to two pages long and rate such details as accuracy of information, effective use of questions, uniform appearance, eye con-

ONPS Appropriations for Interpretation and Protection (FY77-85)





National Park Service

Ranger Verilyn Clemons interprets the historic French Market of New Orleans for visitors at Jean Lafitte

tact with audience, and so forth. They are prepared in addition to the regular performance appraisal forms completed for seasonal and permanent staff, and, in fact, are frequently used to develop the final ratings for the regular forms. We are not aware of similar audit/evaluation forms being used for staff of other divisions in any parks; while both of us have worked in protection in a total of five park areas, neither of us has ever received, for example, a written evaluation of the quality of our law enforcement contacts.

The language used in the seasonal performance appraisal elements and written into performance standards for permanent protection rangers in no way approaches the detail and complexity written into the average interpretive program audit form. The result for the interpreters is that they are not evaluated just once throughout a season or a year of work, but many times. In addition to audits performed by their supervisors, they are also audited informally numerous times by park staff and their family and friends, who routinely take tours and attend programs. In a very real sense, the entire park staff audits the interpreter as the public representative of the park's policies and initiatives. By contrast, how many patrol rangers, for example, issue citations with their superintendents in the audience?

Besides involving a great deal of responsibility, the work of the interpreter is also

physically exhausting. Communicating successfully with any group of people, from a tour of five or 10 to an audience of 1,000, requires that one draw upon mental, physical, and emotional energy to transform the members from passive absorbers into active listeners. When, as in Park Service interpretation, the goal is not just to entertain and inform but to inspire and challenge, the concomitant energy drain is even higher. It is not unusual for an interpreter to feel that he or she has given away a piece of self to every visitor contacted.

In busy parks, an interpreter may speak to thousands of people in the course of a single day. The resulting energy drain is vast. This is not to say, of course, that our colleagues in other divisions are not working equally hard, or that they are not involved in the stress of public contact. We do believe, however, that the routine "brain drain" of a typical interpreter's day is much higher than that experienced by other field staff.

In spite of some of the drawbacks we have discussed, the competition for the limited number of interpretive jobs in the Park Service is such that the average educational and experience level of the typical field interpreter ranks among the highest of any series. Out of the nine people in our interpretive work unit, a group that in our experience we find to be fairly representative, we have a total of 48½ years in college, resulting in eight bachelor's degrees, one master's degree,

and a teaching credential. We have worked in 19 national parks and one national forest doing interpretation, protection, fee collection, clerical work, and wastewater treatment plant operation.

We believe that Park Service interpreters are in fact highly skilled specialists charged with a complex and challenging task that is necessary to the successful execution of our management policies. To enable this cadre of professional and dedicated employees to perform the work for which we are ideally suited and definitely needed, we require a commitment on the part of our colleagues.

On a personal level, we ask for recognition that we are performing a necessary and professional function; that we are, in fact, legitimate members of the management team. On a Servicewide level, we respectfully request a re-examination of the funding for both interpretive program and training activities.

In this regard, it is heartening to note that in our new Director's 12-Point Plan, the unique role and opportunity of interpretation to fulfill both immediate and long-term goals of the National Park Service mission are recognized. We believe that most interpreters would agree with the statement that "For too long we have not realized the power of interpretation in helping us achieve the mission of the Service." We respectfully submit that the interpreters in the 337 units of the national park system are ready.

Washington Report *continued*

establish an American Conservation Corps, and reduce soil erosion problems at the Cuyahoga Valley. The Senate passed legislation to provide for a land exchange between the Park Service and the NANA Regional Corp., Inc., and also to provide a road corridor across the Cape Krusenstern lands to provide access to the proposed Red Dog Mine. The President signed legislation in July renaming the wilderness at Point Reyes for Representative Phillip Burton.

Congressional reports were prepared by Bill Lienisch of the National Parks and Conservation Association; the remainder were prepared by the editor.

No-Rescue Wildernesses: A Proposal

Lawrence A. Beck
San Diego State

*When you're lost in the Wild,
and you're scared as a child,
And Death looks you bang in the eye...*

— Robert W. Service

What is your response to a proposal for designating select wilderness areas as lands having "no-rescue" status? These areas, as the name implies, would be set aside to offer the ultimate wilderness experience. Based on the individual's decision to enter the area, the land management agency would not provide rescue assistance in case of emergency. Those adventurers *choosing* to enter would have to be completely self-reliant. Dr. Leo McAvoy of the University of Minnesota and Dr. Daniel Dustin of San Diego State University originated the idea and have proposed that a portion of Gates of the Arctic National Park and Preserve, Alaska, be set aside as a no-rescue zone. Why?

*Staggering blind through the storm-whirl,
stumbling mad through the snow,
Frozen stiff in the ice-pack
brittle and bent like a bow...*

This is a controversial idea and many people are opposed to the concept. What of those people who may unknowingly enter the area and subsequently need assistance? What if someone who chooses to enter is in danger due to unforeseen circumstances? What about those who simply overestimate their ability or their tolerance to wilderness?

Some people, initially attracted by the novelty of such an area, may decide they don't like to paddle and walk after all. If these would-be adventurers voluntarily entered a no-rescue area and were subsequently in a life-threatening situation, should they be left to die? Isn't there sufficient risk in hiking and rafting the Brooks Range as it is? Why the special classification?

*This is the law of the Yukon, and ever she
makes it plain:
Send not your foolish and feeble; send me
your strong and your sane—*

Lawrence A. Beck is a lecturer in the Department of Recreation at San Diego State University. He teaches courses in outdoor education and wilderness recreation. He has worked for the National Park Service in Alaska, Arizona and California, and the Bureau of Land Management in Utah.

Poem excerpts are all from the poetry of Robert W. Service.

McAvoy and Dustin indicate that sufficient publicity would be prerequisite to converting an area to no-rescue status. Then, for those who are ready for the challenge and inherent risks, this would be the place to go. *Only* the federal government would be restricted from search and rescue efforts. Members of a group would obviously do everything possible to save a comrade. Motorized rescues would not be allowed, yet outside assistance would be permissible from those that also assure responsibility for themselves. The emphasis of the policy is directed at preventing the government from performing rescue services. Why?

One justification is obvious: search and rescue efforts cost a lot of money. Service-wide, the annual cost is several hundred thousand dollars. Although this is manifestly a liberal-minded proposal, where would the current administration stand? Isn't our President asking governmental agencies to be more frugal in the way the taxpayer's money is spent? As some recreation land managers speculate, the existence of rescue services may even encourage adventurers to take on more than they are capable of. Recreationists are aware that when the going gets tough, the agency gets going with sufficient rescue personnel and equipment.

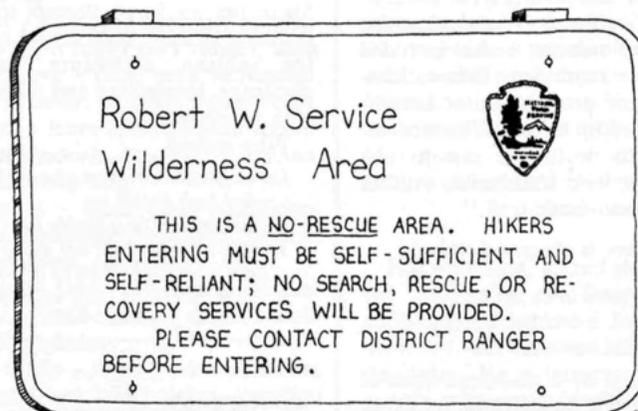
In a recent *Courier* article (January 1985), Jon Waterman, mountaineering ranger at Denali, asks if climbers have become "over reliant on the medical camp at 14,000 feet" on Mt. McKinley. Are

management agencies promoting security and dependency in wilderness areas? Is this a contradiction of terms? Shouldn't agencies also promote self-sufficiency, responsibility and self-reliant competence?

*The strong life that never knows harness;
The wilds where the caribou call;
The freshness, the freedom, the farness...*

The essence of the issue, according to McAvoy and Dustin, transcends saving money. The move is philosophical. The establishment of a no-rescue area is a statement. A statement in favor of individualists; those who want to take personal responsibility for their actions. It is also a statement against the welfare mentality in which it is assumed that society knows what is best for the individual. Again, consider where the current administration might stand on the issue. Isn't our President against excessive federal intervention in the affairs of individuals and isn't he likewise against the welfare state? The political climate may be favorable for establishing a no-rescue wilderness area.

Consider, too, that Harry Karstens, the first superintendent of Mt. McKinley, made the first ascent of that mountain without a medical camp at 14,000 feet. John Wesley Powell floated the Colorado River through Grand Canyon without helicopters available for the rescue. And Robert Marshall could only depend on himself as the first explorer of Gates of the Arctic.



*There's a race of men that don't fit in,
A race that can't stay still...*

This is not an attack on current policies and it is not an argument against search and rescue activities in all national parks. The intent of the proposal is not to put backcountry rangers out of business. The intent is not to deny rescue service; rather, it is to simply not establish it in the first place. Some backcountry specialists probably find the notion of a select no-rescue wilderness area quite appealing.

Still, managers would point out the issue of liability. Wouldn't such a proposal open up a Pandora's box of legal problems? Absolutely not, according to McAvoy and Dustin, who say that legal scholars find it "highly unlikely" that the National Park Service would be held liable for injuries or deaths in such an area. Judges and juries have ruled that recreationists who participate in high risk endeavors assume responsibility for their own safety. The National Park Service would only be expected to provide information and warning about the risks of visiting such an undeveloped wilderness.

Regardless of the legalities of the issue, critics still condemn the policy as an invitation for people to kill themselves in the wilderness. Opponents point out the high incidence of rape, robbery and murder that would flourish in such an uncontrolled area. What do you think?

*There's a land where the mountains are
nameless,*

*And the rivers all run God knows where;
There are lives that are erring and aimless,
And deaths that just hang by a hair...*

McAvoy and Dustin have selected Gates of the Arctic precisely because it is such a remote area. In *Coming Into the Country*, author John McPhee recounts the similar perspective of John Kauffmann, a National Park Service planner involved for years with study and planning for Gates of the Arctic: "Kauffmann's total plans for the park's development — his intended use of airstrips, roadways, lodges, lean-tos, refreshment stands, trash barrels, benches — added up to zero. The most inventive thing to do, as he saw it, was nothing. Let the land stand wild, without so much as a man-made trail."

*Thank God there is always a Land of
Beyond*

*For us who are true to the trail;
A vision to seek, a beckoning peak,
A fairness that never will fail...*

The stipulation of a no-rescue zone at Gates of the Arctic seems to be in accordance with Kauffmann's thoughts. Any controls would be implemented only to protect the wilderness character of the

land. This would be an area absent of any man-made comforts or conveniences; an area that demands total self-sufficiency.

Robert Marshall, an early proponent of a national wilderness system and first explorer of the Brooks Range, observed, "As long as we prize individuality and competence, it is imperative to provide the opportunity for complete self-sufficiency." The keyword is *opportunity*. What McAvoy and Dustin are advocating is simply a wider range of choices for wilderness enthusiasts. A select no-rescue area would broaden the spectrum of available recreational opportunities, and would increase the diversity of visitors in our national parks.

There are many legitimate questions about the logistics of actually implementing the policy. Specific details of the proposal are still being discussed. There are many skeptics who ultimately condemn the proposal with graphic images of broken bodies left to the wolves. These people do not have a desire for such extreme wilderness recreation and would just as soon deny the opportunity to those who do. Why would anyone *choose* to enter such an area?

*They have cradled you in custom, they
have primed you with their preaching,
They have soaked you in convention
through and through;
They have put you in a showcase; you're
a credit to their teaching —
But can't you hear the Wild? — it's calling
you.*

Why would anyone choose to be self-reliant? Why would anyone desire to be autonomous of agency intervention? Why would anyone dare to meet nature on her own terms? Why would anyone choose to be entirely responsible for himself in the wilderness? Why would anyone care to engage in the ultimate voyage of body, mind and spirit? Why would anyone risk his or her life in an attempt to find more meaning in life? Why would anyone seek the solitude, adventure, exhilaration, challenge, inspiration and wonder such an area would offer?

Why indeed.

*Let us probe the silent places, let us seek
what luck betide us;
Let us journey to a lonely land I know.
There's a whisper on the night-wind,
there's a star a gleam to guide us,
And the Wild is calling, calling...let us go.*

Bibliography

- McAvoy, L. and Dustin, D. "The Right To Risk in Wilderness." *Journal of Forestry*. March 1981.
- McAvoy, L. and Dustin, D. "In Search of Balance: A No-Rescue Wilderness Proposal." *Western Wildlands*. Summer 1983.

McAvoy, L. and Dustin, D. "You're Losing Your Right To Be Alone." *Backpacker*. September 1984.

McAvoy, L., Dustin, D., Rankin, J., and Frakt, A. "Wilderness and Legal Liability: Guidelines for Resource Managers and Programs Leaders." *Journal of Park and Recreation Administration*. First Quarter, 1985.



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

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

All in the Family

Ranger will be reporting transfers, departures from the Service and retirements in each issue. Entries should be *typed or clearly printed* and contain all essential information (particularly correct name spellings). Send to: Editor, *Ranger*, RFD #2, Lincoln, MA 01773.

Apel, John - from park technician, Big Thicket, to resource management technician, Hopewell Village
 Bailey, Harold - from park technician, Jefferson National Expansion, to resignation
 Ball, Karen - from seasonal park technician, Yosemite, to park technician, Boston
 Barnard, Wayne - from park technician, Indiana Dunes, to lead park technician, same
 Bytnar, Bruce - from assistant district ranger, Blue Ridge Parkway (North Carolina), to district ranger, Blue Ridge Parkway (Virginia)
 Carr, Larry - from seasonal park technician, Yosemite, to park technician, Boston
 Chaffee, Stephen - from supervisory park technician, Lincoln Home, to park ranger, Olympic
 Corless, James - from park ranger, San Antonio Missions, to historian, Ozark River
 Crawford, Paul - from seasonal park technician, Grand Canyon, to park technician, Boston
 Dearborn, Daniel - from seasonal park technician, Badlands, to park technician, Boston
 Dellinges, Dan - from seasonal park technician, Yosemite, to park technician, Death Valley
 Foppes, Ellen Kathy - from park ranger, Ocmulgee, to historian, National Register programs division, Southeast Regional Office
 Foster, Peggy Phillips - from park ranger, Chattahoochee, to park technician, Big South Fork
 Green, Joseph - from park technician, Harpers Ferry, to park ranger (safety officer), Indiana Dunes
 Greene, Nancy - from park ranger, Chattahoochee, to park technician, Blue Ridge
 Habecker, Tom - from Tuolumne sub-district ranger, Yosemite, to Lake McDonald subdistrict manager, Glacier
 Halainen, Bill - from park ranger, Minute Man, to same, ranger activities office, Washington Office
 Henderson, Eugene - from park ranger, Carlsbad Caverns, to park technician, William Howard Taft
 Hill, Jan - from park ranger, Shenandoah to supervisory park technician, Everglades

Hill, Mike - from supervisory park ranger, Shenandoah, to chief of interpretation and resource management, Biscayne
 Holt, John - from park technician, Tuskegee Institute, to same, Herbert Hoover
 Hoooyboer, James - from program analyst, Midwest Regional Office, to supervisory park ranger, Fort Larned
 Hudson, Bill - from seasonal park technician, Shenandoah, to park technician, Statue of Liberty
 Johnson, George (Johnny) - from park ranger, Petrified Forest, to retirement
 Johnston, Margaret - from park ranger, Point Reyes, to district ranger, Death Valley
 Kerns, Michael - from park technician, Valley Forge, to park ranger, Yosemite
 Kesselman, Steven - from park ranger, Fire Island, to superintendent, William Howard Taft
 Kloster, Steve - from seasonal park technician, Shenandoah, to park technician, Delaware Water Gap
 Korsmo, Neil - from park ranger, Gulf Islands, to park technician, Hot Springs
 Kreider, Theresa - from park technician, Golden Gate, to same, Cuyahoga
 Krumenaker, Bob - from computer specialist, Big Thicket, to resource management specialist, Isle Royale
 Mackreth, Bob - from supervisory park ranger, Cape Cod, to park ranger, Fire Island
 Martin, Bob - from park technician, Mount Rainier, to park ranger, Northwest Alaska Areas
 Moder, Roger - from district ranger, Death Valley, to district ranger, Voyageurs
 Phillips, Gordon - from park technician, Indiana Dunes, to resignation
 Pontbriand, Dan - from park ranger, Boston, to supervisory park ranger, Gulf Islands
 Quinn, Pat - from park ranger, Shenandoah, to supervisory park ranger, same
 Robinson, Steve - from park technician, Herbert Hoover, to same, Mesa Verde
 Sager, Allen - from seasonal park technician, Shenandoah, to park technician, Delaware Water Gap
 Siller, Ronald - from park technician, Jefferson National Expansion, to lead park technician, same
 Sladick, Rick - from clerk/typist, National Capital Parks-Central, to park technician, Everglades
 Stonaker, Clyde - from park technician, Pinnacles, to park technician, Petrified Forest
 Sumrak, Frank - from park technician, Organ Pipe, to supervisory park ranger, Death Valley (Scotty's Castle)
 Sumrak, Sharon - from clerk typist, Organ Pipe, to administrative technician, Death Valley (Scotty's Castle)
 Tanner, Karla - from communications

operator, Mount Rainier, to lead park technician, Lincoln Home
 Wade, Karen - from management assistant, Shenandoah, to superintendent, Fort McHenry
 Ward, Charles - from dispatcher, Lake Mead, to park technician, Red Rock Recreation Area, BLM, Las Vegas, Nevada
 Warren, Robert - from superintendent, Fort Necessity, to district ranger (north), Shenandoah
 Weddle, John - from park technician, Jefferson National Expansion, to lead park technician, same

Notices

The first conference on fossil resources in the National Park Service will be held at Dinosaur National Monument in October of 1986.

This 40-hour conference will *not* be a meeting of paleontologists, but rather will serve as an interface between the scientific community and managers and interpreters. Topics will include: legal protection of fossils, threats to fossils (both human and non-human) and how to mitigate them, addressing fossils in natural resource management plans, basic data necessary for successful management of fossils in the field, how to use outside researchers to develop and implement a management program, fossils as museum objects, interpreting fossils and ancient environments, training seasonals, and technical expertise and facilities available within the Service.

The conference is an outgrowth of Servicewide concern about this resource (see Superintendent's Corner, *Park Science*, fall 1984). We firmly believe that such a meeting is long overdue, and it will be a major step toward upgrading our care of this fragile and valuable resource.

Interested parties seeking additional information should contact Dan Chure, Park Paleontologist, Dinosaur National Monument, PO Box 128, Jensen, UT 84035, or call (801) 789-2115.

Hal Rothman, a graduate student from the University of Texas, is currently gathering information for the development of an administrative history of Bandelier. He is interested in contacting people who were involved in the early management and operation of the park. You can write to him at Bandelier National Monument, Los Alamos, NM 87544 or call him at (505) 672-3861.

Association Notes

Rendezvous IX

This year's Rendezvous will be held at the Americana Resort at Lake Geneva, Wisconsin, from November first through the fifth. The following is an updated report on pre-registration, lodging, access, and events which is based on information submitted by Rendezvous coordinator Kurt Topham and program coordinator Walt Dabney:

Rooms

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

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

The Americana's reservation form is printed on the inside back cover of this issue.

Pre-Registration

Kathy Loux will again be handling registration, and she stresses the importance of registering in advance so that Rendezvous organizers can know how many are attending and can plan accordingly. Attendees should send her the pre-registration form that can be found on the inside back cover of this issue as soon as possible.

Access

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

If you want to drive to the resort, there are several car rental companies at O'Hare. Their day and week rates for a sub-compact car (such as a Chevette) are as follows:

• Alamo	\$26/day	\$115/week
• Hertz	\$35/day	\$163/week
• Economy	\$37/day	\$185/week
• Avis	\$35/day	\$233/week

You should call ahead and make reservations if you're planning on renting a car, and you should identify yourself as an Association member in order to get the price quoted. Alamo, incidentally, will give us a free car for our use for every 20



The grounds and golf course surrounding the Americana Resort in Lake Geneva.

Americana

rented; since they're also the cheapest, they would appear to be the rental company of choice.

If you would prefer to employ the limousine service to Lake Geneva, you will also have to make reservations. O'Hare Express, the company that will be providing this service, *requires* a minimum of 48 hours advance notice in order to be able to assure a seat for you. Write to them at O'Hare Express, 5000 S. Michigan Avenue, Chicago, IL 60605, or call (312) 427-3102.

The limo service will cost about \$12 one way. They will depart O'Hare Field for the Americana at 11:30 a.m. and 5:30 p.m. each day, and may run an extra bus around 9:00 p.m. if they get a sufficient number of reservations (probably around 20) from people arriving after their 5:30 bus. You will also need to give the company 48 hours advance notice for the return trip to the airport; departures from Lake Geneva will be at 8:50 a.m. and 3:20 p.m. daily.

Car rentals will also be available in Lake Geneva. There is a company at the resort which offers cars for \$20/day plus \$.10/mile and gas (or \$6.50/hour plus gas), but they may not be in operation in November. Most of the auto dealers in town offer such rentals, though, so the option will still be available.

There's also a cab service at the Americana. The Lake Geneva Cab Company charges \$5.00 for each one way trip from the resort to town or back; there's a \$.50 charge for each additional person.

Camping

Bigfoot Beach State Park, the campground that had been tentatively identified as the best one available, will be shut-

ting down on November first, and regulations prohibit any extension of that date. Campers will have to use Meadowlark Acres, a KOA campground nine miles northeast of the Americana that has complete facilities. Their basic charge for two adults is \$12 per night, with additional charges of \$2 for a hookup and \$1 per child. Write to them at 346 North Road, Burlington, WI 53105 or call (414) 763-7200.

Babysitting

During the daytime, there will be organized child care with a probable charge of \$1 per child per hour. During evenings, babysitters will be available on an individual basis for \$1.50 to \$2.50 per hour, with discounts for additional children. An updated list of local sitters with their phone numbers will be provided for all who are interested.

Raffle Items

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

SF-171/10-139/KSA Workshop Notice

No one has the perfect SF-171 — we each can and should use all the assistance we can get. The workshop will be presented by Jim Tuck, park ranger, Rocky Mountain Regional Office, and Mary Sargent, personnel officer, Yosemite. Any Association members who would like a review of their SF-171 or

10-139 should bring a copy of either or both for review (two copies for two reviews) along with stamped, self-addressed envelopes for their return (we will take them home for review — there are too many other things to do at the Rendezvous). As we will be doing this on our own time, those seeking such reviews should not expect a one week turn-around time. Thanks.

Jim Tuck
Rocky Mountain RO

NPCA Workshop Notice

As many of you are aware, the National Parks and Conservation Association (NPCA) has undertaken the preparation of a "Comprehensive National Park System Plan." Since NPCA staff and others will be conducting a workshop on two of the elements of the plan at this year's Rendezvous at Lake Geneva, we are taking this opportunity to alert you in advance in order that you may have time to consider questions we will pose at this meeting. In brief, the plan will include: 1) gaps in the system, 2) integrity of current boundaries, 3) threats, 4) GMPs, 5) scientific research, 6) land acquisition, 7) use of park resources, 8) interpretation in the parks, and 9) Park Service person-

nel and organizational structure. At the Rendezvous, workshops will cover the last two topics listed.

The subject of Service personnel and organizational structure, one of the elements to be discussed this fall, has not been handled in depth by any other major study to date. Nevertheless, since good staff morale plays such a vital role in all aspects of management, we are including numerous issues related to that in the plan. It has been estimated that in the near future the Service may lose as many as 40 percent of its upper-level managers due to eligible retirement ages and subsequent voluntary retirement. While this will provide some much-needed opportunities for advancement, it also intensifies the need for programs to identify and prepare mid-grade employees for those advanced positions. NPCA will be discussing the recommendations developed by the Management Identification and Development Task Force during the conference.

Career advancement has been stifled by a variety of factors: 1) lack of mobility has contributed significantly to job stagnation and low morale, 2) limited relocation funds have further frustrated employees seeking to gain new experiences to enhance their career possibilities, and

3) lack of clearly defined career ladders has cost the Service in morale as well as attrition of talented and dedicated personnel.

While the number of training programs provided by the Service has increased since 1980, there are continuing concerns about the adequacy of training for all levels of employees. Further, how far should the Park Service go in utilizing volunteers, and should training programs be provided for them?

How does the current National Park Service organizational structure of 10 independent and unstandardized regional offices, a Washington office with a heavy emphasis on administration over operations, and the Denver and Harpers Ferry Service Centers help to support and/or promote the two most important elements in the Service — its employees and the natural and cultural resources they protect?

These are some of the subjects we intend to discuss with the participants this fall. Other issues such as grade bulge and pay comparability will also be considered at that workshop.

The relationship of interpretation to resource management and the day-to-day operations of the parks is emerging as a

Agenda for Ranger Rendezvous IX

Thursday 10/31/85

8:30 - 4:30 Board Meeting

Friday 11/1/85

8:30 - Noon Board Meeting

Noon Registration

6:30 Reception for new members or those attending their first Rendezvous.

Saturday 11/2/85

8:30 Formal Opening Rendezvous IX -
President Maureen Finnerty
Welcome -
MWR Director Odegaard
Herbert Hoover NHS Superintendent Berg
Indiana Dunes NLS Superintendent Enquist

9:45 Coffee Break

10:00 Address - NPS Director William P. Mott

11:00 Address - Under Secretary of Interior
Ann McLaughlin

12:00 Lunch

1:30 President's Address - State of the Association

2:00 First Business Meeting

4:30 What to see and do in the area - K. Topham

Sunday 11/3/85

Morning off No planned program session

12:30 Freeman Tilden Award presentation

1:00 Dr. Robin Winks, Yale University,
"The Importance of Cultural Resources
in the National Park System"

2:15 Bill Shands - "National Parks for
a New Generation" Project

3:00 Break

3:15 First Workshop Session

1. NPCA - Personnel/Staffing - D. Jarvis
2. Physical Fitness Requirements - Sholly/Davis
3. ANPR: Where We've Been/Where We're Going - R. Smith

4:15 Change Workshops

4:30 Second Workshop Session

1. NPCA - Personnel/Staffing - D. Jarvis

5:30

Monday 11/4/85

8:30

10:45

11:00

12:30

Afternoon off

1:30

Tuesday 11/5/85

8:30

9:30

9:45

10:45

11:00

12:00

1:30

4:30

5:00

8:00

2. Physical Fitness Requirements - Sholly/Davis
 3. ANPR: Where We've Been/Where We're Going - R. Smith
- End Workshop Sessions

Third Workshop Session

1. NPCA - Interpretation - D. Jarvis
2. Seasonal Workshop - D. Bird
3. Park Ranger Job Analysis -
D. Powers/M. Jackson

Change Workshops - Coffee Break

Fourth Workshop Session

1. NPCA - Interpretation - D. Jarvis
2. Seasonal Workshop - D. Bird
3. Park Ranger Job Analysis -
D. Powers/M. Jackson

End Workshops

General Session

Park Operations - Albright/Ritter/Sholly

End of Sessions

No formal session

Optional Seasonal Insurance Workshop

Fifth Workshop Session

1. KSA/171 - J. Tuck, M. Sargent
2. Classification Standards - M. Fraire
3. Retirement - F. Betts

Change Workshops

Sixth Workshop Session

1. KSA/171 - J. Tuck, M. Sargent
2. Classification Standards - M. Fraire
3. Retirement - F. Betts

End Workshops

General Session Women in NPS - Polly Kaufman

Lunch

Last Business Meeting

Close of Business

Fun Run

Dance

critical issue. Where does the interpretive function fit into the parks' priorities and how can interpretation better serve the Park Service's mission of both resource protection and education? The role of interpretation in the Service has never been addressed in a comprehensive manner; issues of current and future concern need to be examined thoroughly.

We would like your thoughtful consideration of these subjects and how they affect your job and your career. The issues mentioned herein are our suggestions of topics that may be affecting Service morale. Your deletions, additions, or clarification of issues will be welcomed.

Jean McKendry
NPCA

ANPR in Sierra Leone

At the request of the Peace Corps, Association members Bill Supernauth and Rick Smith spent two weeks in Sierra Leone assessing the resource values in the proposed Outamba-Kilimi National Park. The government of Sierra Leone had requested two Peace Corps volunteers to assist in the planning of the park and the dissemination of information about the importance of the establishment of the park as a first step in building a conservation system in that country. Since the Peace Corps did not have professional park people in Sierra Leone, they asked the Service to loan them a couple of people with experience in park planning and natural resources management to help their in-country programmers determine if the request could realistically be met.

Located on the "bulge" of the west coast of Africa, Sierra Leone has a proud history. Originally discovered and named by a Portuguese explorer, many of its earliest settlers were former slaves from the United Kingdom, Canada, and the United States. Its capital, Freetown, has many unique architectural features which remind one of the clapboard houses found in the extreme northeast of our country or in Canadian provinces such as Nova Scotia. Although English is the official language, many other languages are spoken, an indication of the contributions made by its indigenous tribes. Much of the country's governmental and administrative services are delivered through traditional tribal structures.

The proposed park is located in the northern section of country near the Guinea border. The genesis of the park idea came from natural resources surveys which have been conducted over the last 30 years or so and which indicated that this area contains some of the last remnants of a Sierra Leone relatively untouched by slash and burn agriculture, extensive wood gathering, and uncontrolled hunting. The government correctly recognizes that

without some form of protection, even this area will suffer from the same pressures that have altered the natural systems throughout the rest of the country.

As in many of the new parks in the States, the major stumbling block in the establishment of the park is a lands problem. The Susu tribe has traditionally lived in the proposed park. They have agreed to relocate, but only after the government provides compensation for their lands. The government, however, does not currently have the fiscal resources for compensation. In the final report submitted by Bill and Rick, they recommended that the government establish the park and resettle the people at a later day when they are better able to meet their financial commitments. The small subsistence villages within the proposed boundaries are not that much different than what we might find in some Alaskan parks. The villages might even serve as visitor attractions during the park's initial stages of development.

The proposed park contains exciting floral and faunal resources. Bill and Rick saw hippos, four different kinds of primates (including the endangered Western chimpanzee), giant forest hogs, and numerous new and unusual bird species. They saw tracks of elephants and duikers at a year-round water hole. They could not identify much of what they saw of the floral resources, but noted the riparian zones provided a particularly rich and diverse assemblage of species.

The World Wildlife Fund has already invested a considerable amount of money and time in the proposed park. The presence of two volunteers in the area may stimulate more such assistance. For Bill

and Rick, it was personally the trip of a lifetime. Hopefully, their visit will also provide impetus for the establishment of Sierra Leone's first park.

Rick Smith
Mid-Atlantic RO

Rendezvous VIII T-Shirts

Rendezvous VIII T-Shirts are still available. If you'd like to get one, send \$8.00 to Stan Robbins and he'll get it to you. Postage is included in the price. Please don't forget to include size(s).

Stan's address is Seawall Ranger Station, Manset, ME 04656; his phone number is (207) 244-3030.

Contributing to ANPR

The Combined Federal Campaign (CFC) has opened its contribution arrangements to any 501(c)(3) non-profit organization. All that is necessary is that any contributor (including through payroll deduction arrangements) simply would have to list ANPR and its address on the sign-up form. CFC then will contact the Association and ask for verification of its non-profit status. Once this is done, the money (less about ten percent management fee) is turned over to the Association. After it is listed once, it will automatically come out on the list of organizations people can check off for contributions in subsequent years.

It's important that members be aware of this, as this is the time of the year for CFC contributions.

Bill Wade
Mather TC



Bill Supernauth and Rick Smith, sporting an Association ball cap, on a resource evaluation trip to Sierra Leone.

Members Receive Boots for Testing

New Balance Athletic Shoe sent out 175 pairs of its new H810 Cascade hiking boots this summer to members who signed up to test them at Rendezvous VIII in Bar Harbor.

The purpose of this testing program is to generate feedback on the new boot. New Balance has asked that participating members rate the shoe for durability, breathability, traction, comfort, support, water resistance and lightness, and that



New Balance's H810 Cascade.

they fill out the accompanying evaluation sheet after two months of wear and return it to their marketing and product development department.

The H810 is a state-of-the-art boot that features, among other things, a full-grain leather upper with a denier cordura vamp, a high collar, a unique rake design to allow for maximum Achilles tendon flexibility, a lacing system that permits more freedom of movement and even distribution of tension, additional heel support, and the most durable Vibram outersole available. It will be selling for about \$90.

If you received a pair of these boots, please make a real effort to fill out the evaluation sheet and return it as soon as possible.

Seasonal Insurance Plan

Following considerable preliminary work by Jen Panko, Debbie Bird and Debbie Gorman of the seasonal concerns work group and eastern vice president Laurie Coughlan, the Association has asked the firm of Alexander and Alexander to prepare a health insurance plan for seasonal ranger members.

Although the complete plan has yet to be developed, the Association has asked that the following features be incorporated into any offering:

- billing by someone other than ANPR;
- basic health insurance with \$150 or \$300 deductibles available;
- payment of emergency room expenses;
- major medical coverage with max-

imum expense to the insured of \$5,000 or less;

- premiums set for "member and spouse" rather than "male and female";
- optional maternity benefits;
- a quarterly payment plan;
- optional disability coverage; and
- optional, low-premium \$5,000 to \$10,000 life insurance.

The Association has asked Alexander and Alexander to make a presentation on plan possibilities to the membership at the Rendezvous. If you are interested in commenting on the plan proposal, be sure to attend the seasonal concerns workshop while at Lake Geneva. If you can't get to the Rendezvous, please send your comments to Laurie Coughlan, Box 342, Gettysburg, PA 17325.

Semi-annual Operating Statement January 1, 1985 - June 30, 1985

Beginning Balance	
January 1, 1985.....	\$ 3,834.53
Receipts	\$ 9,088.37
Accrued interest	88.41
Ranger	270.00
Dues/Membership	4,493.96
Rendezvous VIII	4,236.00
Expenses	\$12,239.22
Ranger	8,208.29
Dues/Membership	20.00
Rendezvous VIII	44.00
Rendezvous IX	1,123.42
Legal Fees	175.00
Travel	946.00
Mini-Rendezvous	609.38
Postage	625.13
Supplies	53.55
Printing	354.45
Mail Service	80.00
Ending Balance	\$ 683.68

*Life Fund Account.....\$12,354.25
 Donations Account.....\$ 3,407.21

Regional Reps Report

North Atlantic

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

Mid-Atlantic

Representative Mary Kimmitt, Independence. Address: 743 South Sheridan Street, Philadelphia PA 19147. Phone: (215) 238-1249 (home) and (215) 597-7121 (work).

National Capital

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

Southeast

Representative Ken Hulick, Southeast Regional Office. Address: 1700 Old Rex Morrow Road, Morrow, GA 30260. Phone: (404) 394-8324 (work) and (404) 961-5349 (home).

Ken reports that things are "finally settling down after the incredible fire summer," and that members are looking forward to gathering at Lake Geneva. He asks that people in the region contact him if they have ideas about what activities the Association should get involved in, what work groups are needed, what regional issues need to be brought up, and what issues of Servicewide consequence should be discussed.

Ken also has a suggestion on how you can conduct your own rendezvous. If you're going to a training course, fire or special assignment where members or potential members will be gathering, call a meeting, pool your thoughts, write down your recommendations and send them to him.

Ken's two-year term is drawing to a close, so it's time to be thinking about possible candidates for the next regional representative. If you are interested or would like to suggest a name, contact him at the regional office.

Midwest

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

Tom reports that Midwest Regional Director Odegaard was busy in June, so he met instead with Deputy Regional Director Pope in Omaha. During that meeting, Tom learned that the regional superintendent's conference will be held in Lake Geneva the week prior to the

Continued on page 21

An Index to the Newsletter and Ranger

Jim Tuck
Rocky Mountain Regional Office

The following is a guide to articles which have appeared in past issues of the Association's *Newsletter* and its successor, *Ranger* magazine. Some *Newsletter* volume and number entries are out of order because of past printing errors. The sequence of the publications to date is as follows:

The Association of National Park Rangers Newsletter

Numerical Sequence	Vol./No.	Date
1	I/1	January 1979
2	I/2	June 1979
3	II/1	February 1980
4	II/2	July 1980
5	III/1	January 1981
6	III/2	July 1981
7	IV/1	March 1982
8	IV/2	August 1982
9	IV/3	December 1982
10	V/1	March 1983
11	V/2	June 1983
12	VI/3	September 1983
13	VI/4	Winter 1983/4
14	VII/1	Spring 1984
15	VIII/2	Summer 1984
16	VII/3	Fall 1984

Ranger: The Journal of the Association of National Park Rangers

Numerical Sequence	Vol./No.	Date
1	I/1	Winter 1984/5
2	I/2	Spring 1985
3	I/3	Summer 1985

In the following index, issues of *Ranger* will be referred to as R-I/1, R-I/2, and R-I/3. Some topics of long-standing concern are covered in various regular sections, such as "Washington" and "Work Groups," and are therefore not listed separately:

Topic	Vol./No.	Page(s)
Alaska	VII/1	1, 8-16
Albright, Stan	VI/4	8
Arnett, Ray	IV/1	6
Automated Placement System	R-I/2	4
Backcountry Management	III/2	6
By-Laws, ANPR	II/1	10-11
Code of Federal Regulations	IV/1	7
Title 36	IV/2	8
	V/1	5
	VI/3	1, 9-11
Computers	IV/2	8
Constitution, ANPR	II/1	10
Cultural Resource Management	R-I/2	12
Dame, Dave	VIII/2	10
Dickenson, Russell	II/2	1
	III/1	4
	IV/1	6
	IV/3	4
	R-I/1	10

Topic	Vol./No.	Page(s)
Dogs, Ranger Service	VII/3	1, 7-10
Emergency Medical Services	IV/2	9
	V/1	1, 8-9
Emergency Planning & Training	IV/1	1
Evans, Brock	IV/3	5
Fire Management	VII/1	18
	R-I/2	15
Fugate, Paul	IV/1	7
Health & Fitness	VI/3	14
Hemphill, Fred	V/2	18
Honorary Members	II/1	2
	R-I/1	2
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Rendezvous, and that some of those attending will probably stay around for all or a portion of the Rendezvous.

Tom has talked with Kurt Topham, who reports that everything is "almost under control" and that the final touches are being put on Rendezvous IX. "A lot of hard work has been put into providing a top notch facility in a beautiful area. The only thing missing is *you*," says Tom. "Send in your registration now so we can make this the biggest as well as one of the best Rendezvous ever. See you in Lake Geneva!"

Rocky Mountain

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

Paul says that not much has been going on this summer as far as regional Association activities are concerned because so many people were out on fires throughout July and into August. Rocky Mountain fielded fully 200 employees to assist in suppressing the fires that plagued the area throughout the summer.

As noted in the work group section, a memorandum of understanding has been signed between the Association and the Service regarding the proposed ranger museum at Yellowstone. The search for funding is now on.

Paul also reports some success in the fight against car clouting in the region, noting that there has been a decline in such incidents this summer due to improved intelligence and increased vigilance by rangers.

He extends his thanks to Fish and Wildlife Senior Resident Agent Joel Scrafford for his kind words in the last issue regarding the performance of regional rangers in the execution of the final phase of Operation Trophy Kill last fall.

Southwest

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

Cliff met with the associate regional director for operations in July and talked with him about the grade bulge reduction program, a proposed ranger intake program for Southwest, and continuing regional position classification problems.

He also put out a mailing to regional members requesting ideas, suggestions, and topics for discussion at the Rendezvous.

West

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

Steve is still waiting for a master list of regional members so that he can identify key people in the various park areas to work on signing up new members. He is seeking volunteers, and asks that you contact him if you are interested.

Steve had occasion to meet Director Mott this summer. He gave him a copy of the most recent issue of *Ranger*, advised him of the Association's goals, and told him that Maureen would be contacting him. Steve also happened to meet the Director's son on a camping trip "and requested that he keep after his dad to sign up as a member."

As was true elsewhere, the summer was very busy for regional rangers due to the number of fires which occurred in Western region (17 at Golden Gate alone).

Pacific Northwest

Representative Bundy Phillips. Mt. Rainier. Address: Paradise Ranger Station, Mt. Rainier National Park, Longmire, WA 98397. Phone: (206) 569-2621 (winter home), (206) 569-2691 (summer home), (206) 569-2211 (work).

Bundy was recently appointed as acting regional representative. He says he would like to try to continue to build an informal regional park ANPR representative list, which would help him in better representing "the quiet but important members" of the Association. At the same time, such park representatives would be able to encourage new membership from both seasonal and permanent staffs.

Dates are now being "informalized" for a spring 1986 mini-rendezvous. If you have preferences as to dates and locations, be sure to drop him a line and include ideas for topics, speakers and any agenda preferences. Since there has been a one-year break since the last such mini-rendezvous in Pacific Northwest, Bundy also planned a tentative information get-together to be held during the in-service law enforcement refresher at Fort Worden State Park in September.

Alaska

Representative Bryan Swift, Denali. Address: Box 9, Denali National Park, AK 99755. Phone: (907) 683-2610 (home) and (907) 683-2295 ext. 19 (work).

Work Groups

Management Identification and Development

Leader Maureen Finnerty, Everglades. Address: 465 NW 17 Court, Homestead, FL 33030. Phone: (305) 247-6211 (work) and (305) 256-4474 (home).

Housing

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

Rendezvous Raffle

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

National Park Ranger Museum

Leader Jim Tuck, Rocky Mountain Regional Office. Address: 7030 West Colorado Drive, Lakewood, CO 80226. Phone: (303) 236-8650 (work) and (303) 989-3008 (home).

The Director has just approved the memorandum of agreement between the Association and the Service, thereby allowing us to formally proceed with fund raising activities for the museum. John Bryant, president of the National Park Foundation, has agreed to provide major assistance to our fund raising effort, and is excited about the opportunity to help the museum become a reality.

When Maureen met with Director Mott and discussed, among many other things, funding for the museum, he suggested that prospective donors would be more likely to give if they knew that the membership was strongly behind the project. Although we as members cannot be asked to come up with all the estimated \$200,000 needed for planning and construction, we can show our support for the project. Jim challenges each of you to contribute one dollar for each year of experience you have had with the Park Service (surely each year has been worth a buck!). Checks should be made payable to "ANPR - Ranger Museum" and sent to the Association of National Park Rangers, PO Box 222, Yellowstone National Park, WY 82190.

At this point, it appears that Norris Soldier Station will be renovated during the summer of 1986, and that the new museum will open some time before the summer season in 1987.

Seasonal Interests

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

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

Although the work group does not have a formal report for this issue, Tom Cherry, Midwestern regional representative, has submitted the following, which may prove amusing and/or useful to seasonals who have received more than a few similar letters from parks to which they have applied:

From the Office of
Ms./Mr. _____
Seasonal Park Ranger
Superintendent

Dear Sir/Madam:
Please excuse this form letter. It is necessitated by the large volume of offers for employment which Ms./Mr. _____ receives each summer.

This acknowledges receipt of your acknowledgement of receipt of Ms./Mr. _____'s application for a seasonal position on your staff.

You are hereby notified that your park has been rated as being eligible for addition to Ms./Mr. _____'s list of acceptable choices of areas in which to work. However, THIS IS NOT A FORMAL ACCEPTANCE OF AN OFFER FOR EMPLOYMENT. His/her selection of a summer employment location will be made some time in March. If you do not receive an acceptance for an offer by April first, you may assume that your park was not selected as the one in which Ms./Mr. _____ will work. Notices of non-acceptance of offers for employment will not be sent.

I regret having to sound so discouraging, but Ms./Mr. _____ receives many more offers of employment than he/she is able to accept. Because of this, your chances of obtaining his/her services are very slim.

I wish you success in your efforts to fill summer seasonal positions at your park. Your interest in Ms./Mr. _____ is appreciated.

Sincerely,

Employment Agent for Ms./Mr. _____

Letters continued

"Leaving the Service . . ." I believe that there is an essential point that is easily missed if we focus on what is said concerning the GS-1811 series.

As an instructor at FLETC, I have daily contact with our employees in the Basic and Criminal Investigator Programs. I also have contact with our former employees that come to FLETC to train in their new agencies. What I hear from these people is that the NPS needs a legitimate and recognized law enforcement program. The series classification is not the most important thing. Salaries, benefits and recognition that these people in many cases are fulltime law enforcement officers — these are the important things.

The GS-1811 or Criminal Investigators series would not greatly affect most NPS law enforcement employees. Even a fully staffed national program would in all likelihood include less than 50 of these positions. Thus the rangers working as fulltime law enforcement officers in many parks would be faced with the same problems and our people will keep leaving.

The vast majority of NPS areas need the "multi-specialists" to accomplish their missions. We also need fulltime law enforcement professionals at many of our areas. The problem is in trying to reconcile career ladders, employee morale, etc. The frustration of those leaving the Service is that they feel that the NPS is trying to maintain a 50's and 60's posture in the 1980's. With no hope in sight, they leave.

I believe that the NPS is at a crossroads in its law enforcement program. The agency must decide the issues based on our statutory responsibilities rather than just philosophy. We have a professional fulltime law enforcement program in most areas — they should be "recognized" for what they do. We must have a highly trained resource oriented group to provide our areas with the investigative support our parks need.

The Service should consider all series etc. and if necessary create one to meet our needs and goals. An objective review of the program it vital.

A good first step is in asking why people are leaving the protection ranks. But the proof of our resolve as an agency will be in taking the next and hardest step — doing something about it.

David Montalbano
NPS, FLETC

Editor:
HOOFY'S BACK!!!!

A pat on the back of Jim Tuck is in order too. As I understand it from Keith, Jim dialed the number that put him in touch with you. Whatever the process, he tipped over the brink and into the

pages of The Journal of the Association of National Park Rangers. Good for us.

You were right in your editorial, we need to maintain the ability to get a giggle out of ourselves, and who better to help than the incomparable Keith L. Hoofnagle?

Old Will Shakespeare describes Hoofy well in his *Comedy of Errors*:

A trusty villain, sir, that very oft,
When I am dull with care and melancholy,
Lightens my humour with his merry jests.

Let's hear it for Hoofy and *Ranger*. This has got to be an unbeatable combination!

Jean Rodeck Swearingen
Alaska RO

Editor:

Thank you for your excellent article: "Leaving the Service: An Initial Inquiry into Current Trends." There is at least one important area that the three surveys missed: resource management issue disagreement.

Too often whistle-blowing and/or manipulation of political pressure outside Service channels is the only way to constructively contribute to resource management problems. The frustration of being a "universal soldier" is still happening, particularly to employees with families who can't afford to lose their jobs suddenly. The Yellowstone-Craighead situation as detailed in Frank's Chapter 11 — "Bureaucracy and the Bear" — is the most famous example, but others abound.

The basic problem was articulated years ago in Jack Hughes' Professional Ranger Organization (PRO) position papers. Entry level resource-oriented personnel are systematically squelched by non-resource-oriented managers, and the system has an ever tightening feedback loop that we must somehow break through.

One possible breakthrough mechanism could be the "seasonal council" experiment being tried at North Cascades. Representatives elected by seasonals are brought into staff meetings to give voice to this usually much more resource-oriented group of employees.

Are any other parks trying this? What are some other ideas to crack the vicious circle? How about higher-graded field rangers and seasonals based on experience, ability and training? Or just some health insurance and housing perks so us old time seasonal/ex-permanents can afford to keep park bumming.

Eric Burr
North Cascades

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Address _____

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Accommodations required: Single _____ Double _____ Triple _____ Quad _____

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Address _____ Park _____ Name(s) of children who
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_____ Zip _____

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Three Day Package

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If spouse will accompany you and plans even minimal participation

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_____ (quantity) × \$8 (each) = \$ _____
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(please indicate number of each)

Total \$ _____

Please check if you are attending your first Rendezvous

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

Association of National Park Rangers

Important: Please specify New Membership Renewal Date: _____

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

Box or street: _____ Division: _____

City: _____ State: _____ Zip: _____

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

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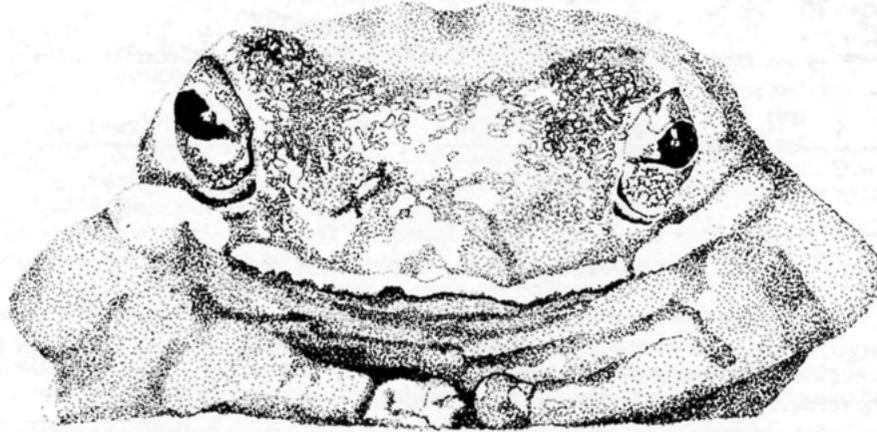
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