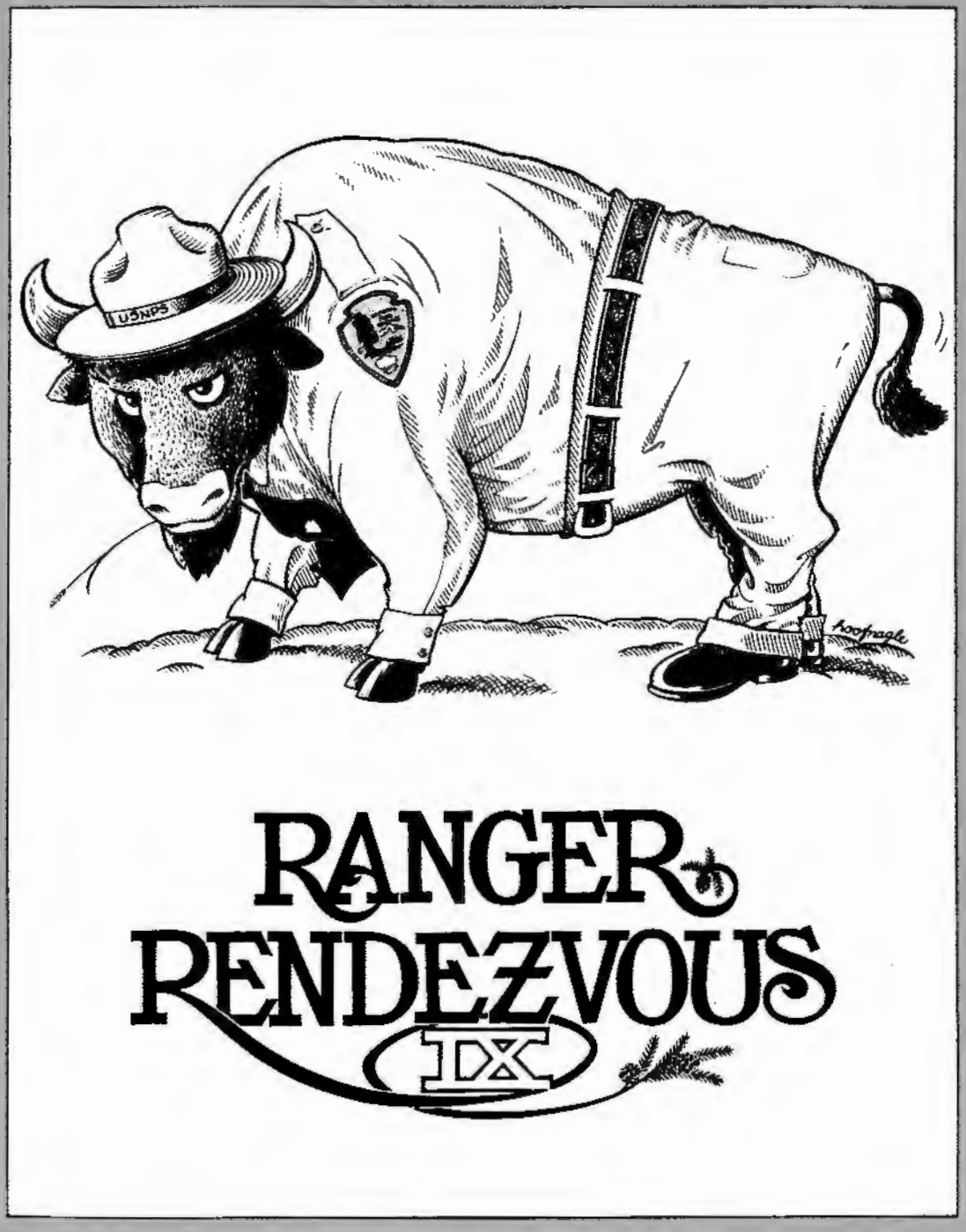
RANGER

The Journal of the Association of National Park Rangers

Vol. II, No. 1 Winter, 1985/86



Rendezvous at Lake Geneva

Letters

Editor:

Hats off to *Ranger* and Dr. Gary Machlis for his paper "Interpreting War and Peace" in the summer, 1985, issue. It is an objective and provocative piece on a sensitive subject. It should be read and discussed by interpreters everywhere, particularly those who daily deal with the issues of war and peace.

Some of the topics he touched on briefly (and delicately) deserve elaboration. To be up front about my own viewpoint, as a parent, pacifist, and Quaker my subjective bias is to believe that peace-making is preferable to war-making.

Dr. Machlis' review of park brochures revealed that most dealt with the themes of events and techniques. It would be instructive to look at the actual schedule of interpretive programs for the same 50 sites; probably an even greater proportion of the personal interpretation offered is related to events and techniques.

This may be the result of our approach to interpretation more than anything else. We have stressed the importance of involving the visitor and of offering them sensory experiences to complement and support the intellectual stimulation we hope we are providing. It is naturally going to be easier to interpret events (using the tangible features of a battlefield) and techniques (using the sights, sounds, smells, and textures of things) than to involve people meaningfully in experiencing causes and impacts, which tend to be broad-scale, intangible forces. Since there are more battlefields and instruments of war available for use in NPS interpretation than peacefields and instruments of peace, we will logically have in our 50 military sites a preponderance of interpretive offerings focusing on the events and techniques of war.

In addition to being easier to interpret from the standpoint of availability of tangible resources, the events and techniques of war grab people. There is action, thunder, and drama in firing demonstration; people are fascinated by them and gravitate to them (coincidentally increasing attendance figures). There is also drama on a grand scale in the presentation of troop movements and the strategies of generals.

While logical and expectable under the circumstances, should we regard emphasis on events and techniques of war-making as an appropriate and acceptable status quo for interpretation of NPS military sites? No, for ethical and intellectual reasons.

Ethically, I object to the dehumanizing of death-dealing. The focus is often on technical achievement, expressed in abstract terms of increased rate of fire, range, projectile mass, etc. Lost is the balancing message that some human being was intended to be struck, wounded, maimed, or destroyed by that weapon's projectile. There is only an implied enemy...a faceless, hated, feared "other." While the dehumanization of the enemy, collectively and individually, frequently occurs during warfare, there is no excuse for perpetuating that outlook in our interpretation of military sites. To me, this is an ethical question of the same order as putting Native American remains on display as curiosities.

To be fair, it should be noted that a few years ago an article appeared in the *Washington Post* that compared exhibits in NPS and other Civil War sites in western Virginia. The author complimented the NPS exhibits for their objectivity and balance, as contrasted with the partisan glorification of war in the other sites. He did not, of course, analyze the exhibits in terms of Machlis' four themes.

Intellectually, I wonder if our objectives are clear enough in the interpretation of military sites. Do we think through the message thoroughly, and do we make sure it doesn't get lost in the medium of presentation? At the Dunkard Church at Antietam, the interpretation conveys the quaintness of that religious group, but does it do justice to their deep religious beliefs in opposition to the warfare that enveloped them during the Battle of Antietam? Are encampments and firing demonstrations employed to develop the main interpretive themes of a site, or to increase attendance? Do they stem mainly from the personal interests of the interpreters? Do the interpretive themes themselves deal with causes and impacts in an impartial way, or do they repeat approaches to miltary site interpretation that have become institutionalized? Are approaches becoming an institution as a result of successive interpreters who first are drawn to military sites because they enjoy certain interpretive activities and who then stay on to perpetuate the same kind of presentations?

A related question is: What is the real impact of a given presentation, compared with the intended effect? We refrain from using original cultural resources in programs that would endanger their preservation, in order to avoid sending the message that we do not care about them. What message do we send when we treat death-dealing devices as entertaining props? I suspect it's closer to "War is fun" then to "War is hell."

Are there alternatives? Yes. Though our collective experience in the interpretation of peace is not very extensive, those who seek resources for this topic might look to the recently legislated National Peace Academy and its substantial legislative history (going back to the beginnings of the nation), as well as to the conflict resolution programs in a number of colleges and universities. The Peace Poster special collection at the Swarthmore College library is a virtually untapped sourch of strong visual statements on the topic. Dr. Machlis has cited several excellent references on both the causes and impacts of war.

The human impact of war is easily observed (and felt) by walking about the Vietnam War Memorial in Washington, D.C. The effect is due not so much to the monu-

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ANPR Board of Directors

Officers:		
President	Maureen Finnerty	Everglades
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Vice President, West	Jim Tuck	Rocky Mountain RO
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Manager	Debbie Trout	Great Smokies
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RANGER
The Journal of the Association of National Park Rangers

Vol. II, No. 1 Winter, 1985/86

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,* Apt. D-422, 3004 Lee Highway, Arlington, VA 22201, (703) 522-4756. 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: The design used on the Rendezvous T-shirt, rendered by Keith Hoofnagle.

President's Message

The following is the text of a letter sent by President Maureen Finnerty to Director Mott following the Rendezvous:

Dear Bill:

I sincerely appreciate your attendance at this year's Ranger Rendezvous. Your remarks were excellent and your willingness to meet with the board resulted in a very productive hour.

I would like to recap briefly, to the best of my recollection, the major points of discussion, and the followup that was agreed to.

1. *025 Classification Guidelines* — The recently released classification standards provide the means by which to properly classify park ranger work *if* a comprehensive guideline is developed. It is imperative that this guideline be developed immediately in order to ensure equitable and accurate position evaluation. Currently several regions are beginning to develop their own guidelines to implement the 025 standards.

The Association strongly believes that the development of a single national guideline is necessary *prior* to applying the classification standards to existing 025 jobs. A task force should be formed immediately to start on this project. ANPR recommends that it be co-chaired by Mario Fraire, the Service's Chief Personnel Officer, and Jack Morehead, Superintendent of Everglades National Park. It is critical that field interests be equally represented on this task force. Each co-chairman could pick three or four individuals to serve with them. The concern that not enough information currently exists to write a guideline is *not* valid. A tremendous amount of material, produced by the 1982 025 task force, exists and is available for review. Detailed guidance on search and rescue and emergency medical services can be easily obtained from selected field personnel who are presently performing these duties and can provide the "nature of assignment" and "level of responsibility" distinctions that would be essential to the development of this guideline. This guideline is critical to a fair and equitable application of the standards and work on it should commence as soon as possible.

It was the board's understanding that you agreed with this recommendation.

2. *Relocation Assistance* — We understand that the General Service Administration (GSA) is working on a government-wide contract to provide relocation services to agencies and their employees. Such authorized services include arranging for the purchase of a transferred employee's residence. It is also our understanding that GSA may be at least a year or two away from completing work on this comprehensive contract.

As you know, several Federal agencies, (FAA, FBI, IRS) have already contracted for relocation services. Rather than wait a year or two for the GSA contract, you agreed to ask the Secretary if the Department and/or the Service could piggy-back on an existing plan so that our employees could begin benefitting from this program. ANPR supports you in this effort.

3. *Mobility* — The Association has just received a copy of the revised draft mobility policy. We will be providing more detailed comments in the near future. We also agree with your statement that in order for any mobility policy to work it must have the support of all regions working together as a team.

4. *Grade Bulge* — There is a general feeling among ANPR members that the National Park Service is being too much of a good soldier in attempting to meet grade bulge reduction targets. Even including high graded areas such as WASO, DSC, and HFC, we believe the NPS would fall far below the government average of 39% of GS-11/15 employees, which served to initiate the reduction program. If our assumptions are correct, and you should be able to verify them through the PAY/PERS system, we recommend that you urge the Secretary of the Interior to allow you to halt or place a moratorium on further grade bulge reductions until a need for them can be demonstrated.

5. *Ranger Intake Program and 025 Qualifications Standards* —

a. *Intake Program* — The Association believes that a professional park ranger intake program at the GS-5 level needs to be developed. The purpose of this intake program would be to insure that qualified, trained rangers are being recruited into the permanent professional park ranger field. The current system of recruiting permanent rangers at the GS-3/4 level or from other agencies has serious problems. Among these are that the GS-5 qualifications standards are circumvented and GS-5 temporary employees are required to downgrade to GS-3/4 in order to fill a permanent position.

The Park Ranger Intake program should include the following elements:

1. Request that OPM remove the GS-025 Series at the GS-5/6 level from the list of PAC (Schedule B) positions.
2. Request delegated examining authority for the GS-5/7 level.

The purpose of these two elements would be to enable the Service to recruit at the GS-5 level.

3. Establish an NPS professional Park Ranger examination, including an unassembled written exam and an oral interview.

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Board Meetings

The Association's Board of Directors met on several occasions over the course of the Rendezvous to discuss and vote on a wide variety of topics.

Maureen Finnerty began the opening session by recounting her activities of the past year, beginning with the several trips she took to speak for the Association on subjects of vital interest to rangers.

In March, she attended the joint ANPR/Park Arts/NPCA meeting in Denver, which was convened to discuss the comprehensive, long-range planning document that NPCA is developing for the Park Service. The Association has committed itself to working on two aspects of that plan — interpretation and personnel staffing — that are of considerable interest and consequence to the ranger profession.

Maureen attended the June meeting in Yellowstone in which Director Mott unveiled his twelve-point plan for the future direction of the Service. Following that session, she commented at length on point nine — the development of career opportunities — to Regional Director Herb Cables, who is heading the group studying that aspect of the plan.

Her final trip was a mid-July flight to Washington to meet with the Director. During her session with him, she detailed the Association's concerns on issues such as attrition, relocation assistance, and seasonal concerns (see "President's Message" in the fall *Ranger* for a full account). She reported that the Director was interested and responsive to Association concerns, and that he promised to follow-up on all the topics discussed.

Among other activities, Maureen also worked on:

- looking into the possibility of free legal assistance, which may be available from member Brian Koula of the solicitor's office in Washington;
- facilitating the allocation of survivor benefits to a member in Pacific Northwest;
- arranging a cooperative agreement between the Association and the Service for the development of the new ranger museum at Yellowstone;
- gaining Association input on the development of guidelines for the new 025 classification and qualification standards;
- addressing (unsuccessfully so far) seasonal concerns regarding artifical limits on allocation of highly-recommended-for-rehire status and the restricted number of parks seasonals may apply to: and
- bestowing honorary member status on Horace Albright and Russ Dickenson.

Debbie Trout followed with her report on her activities as the Association's executive secretary. She began with an examination of ANPR's financial status (see adjacent third quarter statement), noting that it's about the same as it was in the fall of 1984. (Debbie, however, did not charge the Association for her contracted services, which allowed the organization to maintain a modest balance rather than register a sizable deficit.)

She reported that ANPR's membership now stands at about 1,350 — 1,052 regular members, 80 associates, 162 life, 12 subscribers, six honorary and 81 complementary (mostly to the press and other associations and professional organizations). At present, the regional distribution is as follows:

Alaska	52
Mid-Atlantic	158
Midwest	115
North Atlantic	107
National Capital	92
Pacific Northwest	72
Rocky Mountain	153
Southeast	151
Southwest	92
West	276
Other	111

She also noted, however, that she gets about 400 changes of address per year, so our membership continues to be highly fluid. Because of the associated problems with getting *Ranger* to members, she asked that seasonals, who often are particularly difficult to keep track of, employ their home of record address when applying for or renewing memberships.

Debbie asked that Board members use a newly developed form to document expenses and donated time. The Board voted to make it a policy that all such claims must be submitted by the first quarter of the following calendar year.

Secretary Fred Szarka reported that he had received all the Association's records and files and was in the process of organizing them.

Jim Tuck then brought up the proposed revisions to the constitution and by-laws. The Board voted at the outset to accept all non-substantive changes (i.e. structure, grammar and so forth), and then reviewed each revision. Space limitations preclude listing every change, but some of the changes made (all but one of which were passed unanimously) include:

- a statement on political involvement which says, in essence, that the Association will only involve itself with legislative action on issues which "are crucial to the well-being of the park ranger profession as a whole...";
- a supplementing statement on advocacy which says that the Association "will work toward the betterment of the profession and the System in matters involving policies and procedures of the National park Service and other Federal agencies and will advocate as propriate actions and policies";
- a clarification of the Association's legal status.

Members who would like to obtain copies of the revised constitution and by-laws may do so by sending a self-addressed, 9x17 manila envelope with $.56 postage to Debbie Trout, Route 11, Sevierville, TN 37862.

Laurie Coughlan then asked that the Board review and comment on the compendium of past Association decisions which she and Noel Poe compiled over the past year. The compedium was put together at Dick Martin's behest so that the Board could have a readily available reference on Association policies and procedures, thereby reducing the chance for redundant or contradictory decisions. Several inaccuracies were noted during the subsequent discussion, and corrections were duly made.

The review of the compendium led to the discovery that an inconsistency in nominating procedures needed to be rectified. A motion was made to make it possible for any voting member to nominate a candidate for any regional representative position, but to continue to limit the voting for

Third-Quarter Operating Statement
January 1, 1985 - September 30, 1985

Beginning Balance January 1, 1985	$ 3,834.53
Receipts	$16,975.20
Accrued Interest	144.54
Ranger	372.00
Dues/Membership	12,222.66
Rdzv. VIII	4,236.00
Rdzv. IX	—
Expenses	$16,152.30
Bank charges	—
Ranger	11,714.29
Dues/Membership	90.00
Sales	—
Rdzv. VIII	68.00
Rdzv. IX	1,123.42
Legal Fees	175.00
Travel	946.00
Mini-Conferences	609.38
Postage	843.81
Telephone	—
Supplies	77.95
Printing	354.45
Mail Service	120.00
Business Manager	—
Memorial Gift (Tobin)	30.00
Ending Balance	$ 4,657.43

Life Fund Account (9/30/85)	$13,160.73
Raffle Account (9/30/85)	3,543.37

any such positions to regional members. It passed, 8-2.

David Nelson and Larry Pearson of the Americana then made a presentation on six possible future Rendezvous locations among the Americana's 40 or so hotels: Lake Geneva, Palm Springs, Jackson Hole, Lancaster (Pennsylvania), Great Gorge (New Jersey), and Orlando (Florida). Because of our flexibility on Rendezvous dates, the Americana hotels can schedule us for low occupancy periods and therefore offer us relatively low rates. And Rendezvous would be easier to organize if the Association returned to hotels from the same chain each year.

After some discussion, Board members voiced the general opinion that we should go with the Americana in 1987 (the Americana in Jackson Hole has already been selected for 1986), preferably at Orlando or Lancaster, and then make decisions on future sites.

The Board next examined the need for an Association policy on honorary memberships. There are now six such members, and a number of Board members felt that a policy should be established for future selections. A draft policy was presented and discussed. After modification, it passed on a majority vote with two dissents. That policy reads as follows:

Criteria: The individual must have made significant contributions to the Association of National Park Rangers or the ranger profession, and may not currently be an employee of the National Park Service.

Nomination Procedure: A memorandum, outlining the facts on which the nomination is based, should be submitted to the current ANPR president.

Selection: Nominations will be reviewed by the Board and selections made by majority vote of the Board.

The Board then briefly discussed an agenda item concerning the publication of ballot totals in *Ranger*. Because of the potential for embarrassment to defeated candidates and questions as to the merit of publishing such figures, the Board vetoed the idea unanimously.

The next item discussed was the use of raffle money, which now goes into the general treasury. Rick Gale presented a proposed procedure for expenditure of such funds which his work group has been working on for two years. After some general discussion on the logistics of a special raffle, the Board voted to accept the procedures as written with only one vote in dissent. (See "Work Groups" for details).

Rick then brought up the criteria for an award which will be funded by the raffle, as approved in the above vote. A lengthy discussion followed on whether the award should be given to a member or whether any ranger could be nominated and/or selected. A motion was made to table the discussion until the next day's meeting so the proposal could be better evaluated; it passed with one dissent.

Phil Ward

President Maureen Finnerty chairs the opening meeting of the Association's Board of Directors

The Board then examined the roles of regional representatives and the possibility that they might need more guidance concerning their duties. Several members felt that reps would be more effective with stated guidelines and specific goals, and it was suggested that it would be helpful for new reps to receive an orientation packet on their duties in conjunction with a call from one of the vice-presidents. A motion was made to this effect and passed unanimously.

The first Board meeting concluded with an examination of regional rendezvous and a debate as to the need for a formal approval process in order to assure effective utilization of Association funds. Six regions held varyingly successful gatherings this year, with a total cost of $700. During the subsequent discussion, Board members stated that registration fees could be charged to defray mini-rendezvous costs, that they should be self-supporting and that the lack of success of some of these gatherings has hurt our image. Several people volunteered to draft guidelines for these meetings; this proposal will be mailed to the Board by the end of January.

The next Board meeting was held over dinner that evening.

Jim Tuck, who has been chairing the work group on the proposed ranger museum at Yellowstone, brought the members up to date on developments. (See "Work Groups" for a complete report).

Laurie Coughlan talked about the seasonal insurance package that she has been working on with several other members of the Association. She began by noting that substantial progress had been made in developing such a plan, despite major problems in determining the number of prospective customers, keeping policy costs low enough for members, and arranging billing procedures.

The basic features of the proposed plan are as noted in the fall *Ranger*. If all the problems are worked out, it may be offered to Association members next spring. Since all initial enrollments must be made during the 90 days following the plan's offering and since there must be at least 100 enrollees to get it started, timing will be critical to make the plan a success. (See "Work Groups" for further information).

Bill Halainen then reviewed the development of *Ranger* over the past year, and began by noting several ways in which the magazine's image and credibility inproved during that period:

- the new, professionally designed cover has met with strong approval;
- the features in each of the last three issues were written by scholars in their respective fields;
- issues of interest to interpreters appeared in every issue; and
- the inclusion of Hoofnagle's cartoons and the new "All In The Family" section have met with strong member approval.

He noted that, although preparation and production costs are down from last year due primarily to a change in printing stock, the magazine continues to consume a substantial percentage of the Association's budget. Costs should be down again in the coming year because of a change in printer, though, and it appears likely that we will

have some success in getting more display ads in future issues. Classified ads will be dropped because of an IRS ruling that they are not acceptable in the publication of a tax-exempt 501(c) (3) organization.

Bill concluded by giving Board members an overview of the issues projected for 1986, which will have features on wildfire management, subject area specialists in interpretation, a history of the Association, and several other professional topics.

The Board reconvened on the following morning to discuss future directions for the Association. Sitting in on the session at Maureen's invitation were past presidents Mike Finley, Rick Smith, Butch Farrabee and Dick Martin. The general conclusions arrived at subsequent to the discussion were closely related to recommendations which were eventually made to the Director and can be found in both the "President's Message" earlier in this issue and the report on the meeting with the Director which was made at the business meeting.

The main points that came out of this Board session are, however, worth recapping here. The consensus was that ANPR needs to:

- be more aggressive in dealing with issues of vital concern to the profession, but only work in areas where we can succeed;
- maintain a positive and constructive attitude in working with management to resolve critical problems;
- work on the development of new 025 classification guidelines, a relocation assistance program, grade bulge restrictions, a Park Service mobility program and a ranger intake program and standards.

The Board also discussed some general business left over from the previous session.

Cliff Chetwin reported that several people had reviewed the proposed "ranger of the year" award at Maureen's request, and had decided that the award should be open to any park ranger and that the Board should make the final selection. A motion was made to accept this recommendation, and passed with one dissent. A committee chaired by Cliff will come up with the criteria, which will be published in the spring issue of *Ranger*.

This was followed with a general discussion of recruitment strategies for the Association, and among the recommendations advanced was that each Board member should recruit five persons, that there should be articles in other publications on ANPR, and that the Association should send orientation packets out to park representatives. All of these were generally agreed to.

Jim Tuck discussed the possibility of ANPR producing a comprehensive bibliography of everything in print on the National Park Service, which would be printed in *Ranger* and perhaps published for general sale at a later date. It was agreed that Jim, Bill Halainen and Jim Hummel will work on this.

The final topic of the session was the possibility of strengthening the educational role of the Association. Mary Kimmitt suggested that there be an *ex officio* Board member who'd be a training advisor, and that ANPR should also look into the possibility of buying packaged training courses for dissemination to the field. A motion was made that the president appoint a work group to develop a proposal for training programs and coordination. It passed, and this group's recommendations are due on March 15th.

A final Board meeting was held on Monday afternoon.

Dennis Burnett began with a review of possible future Rendezvous locations. Only the Americana chain appeared to offer what the Association will need for the next few years, and a motion was made that they be contacted about reserving their hotel in Palm Springs for 1987 and Great Gorge (in New Jersey) for 1988. It passed unanimously.

Dennis also mentioned that it will be necessary for members to get their reservations in early for the Americana's Snow King resort, which will be the site of the Rendezvous in Jackson Hole next year, because there are only 220 rooms available. (Reservation info will appear in the next *Ranger*).

Kathy Loux, who handles registration every year, advised the Board that it'll be necessary to increase registration fees by 10% next year to cover costs. She also suggested that an information and registration brochure be mailed to members about two months before the Rendezvous.

Jim Tuck, who'll be program coordinator for Jackson Hole, gave a report on how things stand to date. At present, the Rendezvous will have:

- a photo contest;
- a PPC shoot;
- dance instruction;
- a folk music session;
- field trips to the Colter Bay Indian Museum;
- alternative activities for spouses and families; and
- addresses (possibly) by Barry Lopez and Marty Murie.

Jim also brought up the possibility of recording and printing the full proceedings of the Rendezvous, which would cost about $3.50 per publication for a run of 200. A motion was made to do this, but was unanimously defeated. The sense of the Board was that proceedings should appear instead in *Ranger*.

Bill Wade followed with a proposal made by Executive Travel to offer their trip-planning services to the Association. In return for the recognition it would give them, they would contribute 30% of commissions to the Association. The National Association of Search and Rescue already employs them. There'd be no contract, and contributions would be made on a monthly basis. Maureen asked Debbie Trout to contact Executive Travel, get the necessary information and publish the proposal in *Ranger*.

Concerning donations to the ranger museum, each Board member was asked to come up with a list of people and organizations who we can send letters to soliciting contributions. These are to be sent to Jim Tuck.

Fred Szarka gave an update on the compedium of Association policies which was recently developed. He will be sending updated versions to the Board in February.

A motion was then made that we advise the Combined Federal Campaign that we are not interested in being eligible for donations. It passed unanimously.

Debbie Trout will be examining the Association's policies on endorsements and donations with ANPR's new marketing coordinator and legal counsel. This will be done by early February.

A motion was made to appoint Kurt Topham as our new marketing coordinator, a position which will be responsible for the raffle, special raffle, sales and any advertising. It passed unanimously.

A motion followed which would allow the program chairman to offer up to $500 as a stipend to Rendezvous speakers as needed. An amendment was proposed that it be supported by fees collected from the Rendezvous. The amendment was defeated with only two voting for it; the original motion was then defeated unanimously.

Steve Holder then moved that the president of ANPR have the authority to call closed Board meetings with a concurrence of two-thirds of the Board. Following a discussion of the merits of the proposal and whether or not it should be addressed by the entire membership during the business meeting, a second motion was made to table the original motion. It passed, 6-5.

General Session

Park Operations

Tom Ritter, Chief of Visitor Services, opened the session by saying that the last thing he could remember looking forward to prior to this Rendezvous was last year's Rendezvous, and that these gatherings are of great value to him because of the feedback he receives directly from the field.

He talked at some length about what he was seeking in candidates for the position of chief of ranger activities, and assured listeners that he intended to "work very hard and diligently" to find a candidate with the same outlook and energy as the departing Dan Sholly.

Tom then talked about the "strong desire" demonstrated by the field for continuity and consistency in policies and procedures in operations. Tom noted that some people feel that there are now *too* many guidelines, but that its necessary to have them to resolve the problems attendant on dealing with ten regional park systems and to assure consistency among parks.

He noted, by example, that NPS-9 is now done, and that there are problems with the expense entailed in implementing it and with abuses of it in the field. But the guideline is necessary to stop the deterioration of law enforcement standards, he said, and added that efforts will be made to check any abuses.

He briefly spoke about a number of other guidelines, noting that:

- health and fitness programs have proven effective in the private sector and that the alternatives — liability claims, injuries, and so forth — are unacceptable;
- the EMS program has now been accepted by most of the state EMS directors and is "rock solid"; and
- a "desparately needed" structural fire guideline will be out soon, which is a must for proper protection of park resources.

His 1986 objectives include authorization of an emergency services coordinator's position in the Washington office, the development of criminal information and case incident reporting systems, firearms accountability, NIIMS and structural fire guidelines, and vehicle and traffic safety regulation revisions.

Tom then talked about interpretation, which is "high on the list of expectations of the Director". A number of new projects are in the works and people are being detailed to Washington to help out on them. He said that it's essential "to build a foundation under (interpretation) that will be there for the duration", and that the following deficiencies needed to be corrected:

- interpretation is not integrated into the park management program, and interps need to be more aggressive in getting involved in this area;
- program monitoring needs to be improved to evaluate and determine effectiveness;
- the coordination of resources has to be improved;
- visitor needs have to be assessed and incorporated into programs;
- more people have to be involved in interpretive training; and
- skills programs need to be reviewed.

Interpretation, he said, "is the power and the strength of the future of the National Park Service." Consequently, efforts must be made to have more uniformed people in the parks to deal with visitors on a one-to-one basis, he added, and reaffirmed that this is an idea which the Director is "solidly behind".

Phil Ward

Rob Arnberger's hand-carved, slightly-out-of-uniform rangers, a top raffle offering.

Concerning wildland fire management, Tom said that there'll be "a new direction and emphasis" in the program this year, and that strong leadership is needed. He emphasized his commitment to making the Park Service the number one agency in wildlife fire management.

Dan Sholly then spoke about a number of topics in the area of ranger activities.

He introduced the people from R & R who were attending the Rendezvous and displaying the new uniform items, and observed that the Service has opted for both quality and quantity in its uniforms, which he said "are second to none." Although an attempt is being made to increase the uniform allotment to $250 in fiscal 1987, over $190,000 in uniform allowance money was not spent last year and this is making it difficult to lobby for increased funding. He emphasized the need to spend all of each annual allotment.

The Ranger Activities Office will be publishing a monthly bulletin on topics of concern to rangers, and he encouraged people to contribute to it in order to make it a two-way exchange.

Concerning the Comptroller General's decision on fitness programs, Dan noted that the bottom line is that you are allowed to have time and expend money for any mandatory program. Until standards are developed and in the field, parks and regions are to stay with the programs that they have already developed.

The fire callout last summer was the greatest ever, he said, and he recognized the negative impact it had on the parks. A mobilization plan will be developed this year which will mitigate any similar situations in the future. A system is also being developed for identifying and training a minimum of 20 fire managers so that there'll no longer be a problem with other people running the Service's fire program in the future.

Dan concluded by saying that his experience in Washington was good, and added that people in the field will better understand some of the decisions coming from that office if they realize that only five of the 650 persons there have lived and worked in a park in the last five years. He encouraged people to try to get on details to WASO and help out wherever possible.

Bob Gates of R & R concluded the session with an overview of uniform manufacture and distribution.

His company has worked hard to develop top quality, state of the art uniform items, he said, and has introduced over 20 new items this year, with garments based on the layering system.

"Hundreds of hours" have been spent in sizing uniforms, Bob said, and felt that "real strides" had been made in the area, though he acknowledged that it might be hard to hit 100%. He also said that it takes time for changes to filter through an inventory, so it may take a while before they're noticed.

R & R filled 25,000 orders last year and sent out 133,000 items. They completed 97% of them (as opposed to 88% for L.L. Bean), had an exchange rate of 6% (13% for Bean), and had less than 1/10 of one percent of items come back due to defectiveness or shipping errors.

Bob recognized that the high price of items is a concern, and said that this was due partly to costs passed on by suppliers and partly because of the increased staffing and computerization necessary to handle our program. He felt that increases in costs will probably be less in the future.

Keynote Speakers

Director Mott's Comments

Director William Penn Mott was the principal speaker at the opening session of the Rendezvous on Saturday morning.

He began by congratulating members for their enthusiasm and dedication to the Service, which he said was evidenced by members' spending their own time and money to attend a gathering whose objectives were the furtherance of both the profession and the system.

Director Mott then opened his comments by saying that the rangers present, who represented "the backbone of the National Park Service," needed to understand his philosophy as manager of the agency.

"I think we need to understand that there *will* be changes," he said, "changes that we may be able to direct and changes that we may not be able to direct which will come from other sources."

"We need to adjust, accept and relate to those changes," he said, so that we can better manage parks in the public's interest.

Director Mott said that it's also important that the parks be managed decisively and that "we think creatively and make calculated risk decisions." He said he's heard too often that people in government service won't make decisions unless they're sure they're right, but that he wants people to make decisions even if they risk making mistakes. Mott said that he's asking his superintendents to back people up in making decisions.

He then talked briefly about the traditional "crown jewels" of the system, and said that he will instead "talk about the 334 jewels in the crown." Variety is important, he said, and that makes "every single one of them important to the National Park System."

Director Mott went on to speak briefly on a wide variety of topics of current interest and consequence to the Service:

• Planning — Everyone should be involved in the planning process, which needs to be examined carefully. Roads and structures "need to fit harmoniously into the landscape and not disrupt the natural and cultural resources of the park." Structures should be designed to meet our needs rather than to win awards.

• Resource protection — Mott said that we each have a "terribly important" and "very specific" responsibility to ensure that park resources are not hampered by development, and underscored the importance of research in making future decisions.

• Interpretation — Interpretation usually gets cut back when funds are low, he said, but that he felt that interpretation is important in "building constituents" for the parks. A "major effort" will be made to strengthen our efforts in that area. Urban recreation areas are "universities" to teach outdoor values, Mott said, and he plans on making them "major interpretive centers" for imparting Park Service values.

Phil Ward

Director William Penn Mott opens the Rendezvous with comments on current topics...

• Resource management — We need to make decisions "based on good, sound research and in the public's interest," he said, rather than basing them on "tradition and political expedience."

• Quarters — The Director has asked that the schedule for implementing the quarters plan be stepped up, and said that it's "terribly important" to have quarters that are in good shape in order to increase employee satisfaction. He's asked that the plan be finished within 18 months.

• Relocation — Mott said that he is looking into relocation assistance to help reduce the problems employees face when moving. A program is currently being developed within the government and we will become a part of it.

• Entrance fees — The Service will be introducing legislation to have fees at all parks where it's cost effective, and will propose that most money collected go back to the park as a supplement to the basic budget. The Service is also proposing that park brochures be paid for by entry fees, which will again be free to the public.

• Mobility — Although "It isn't going to be easy," Moss said that the Service will develop a program to improve mobility. He also will be developing a sabbatical leave program for employees, so that those selected can study or travel or otherwise enhance their careers. A fund of $5 million, entitled the Horace Albright Fund, will be set up to finance the program, and each employee and alumni will be asked to contribute seed money to it.

• Uniforms — The Director asked that employees maintain the highest uniform standards, and that people in uniform "look sharp, wear them with pride, and stand tall." People should take advantage of the excellent uniform items now being offered.

• Fitness — Mott said that it was important that rangers "physically look good" and be in top physical condition. The Service will be coming out with new requirements in a "carefully worked out program," and he asked that everyone get behind it.

• Regionalization — The Park Service tends to function at times as "ten regional park systems," Mott said, and added that he will be working to diminish this problem. He emphasized that no decision had yet been made on shifting regional boundaries or in appointing a regional director for Pacific Northwest.

• Ranger training — "The crises of the 60's and 70's have passed, and it's time now to reevaluate our ranger position," he said. "I feel rather strongly that we need to look at our rangers more in the light of public relations than we do of enforcement officers or having a cop image." We need to begin treating the public with "a more humane, public-relations kind of attitude," but if people come to a park to create problems, they are "to be dealt with firmly and strongly..." Consequently, we need to train rangers both in protection skills and in public relations in the future.

• Twelve-point plan — The Director said that he is concerned that this plan not be thought of as his alone, as many have

had input into it. The plan is a "living document," he said, and asked for ideas and suggestions in order to keep it moving and make the Park Service the envy of other systems. A draft of the action program for implementing the plan will soon be out for review, and he strongly emphasized that he wants people to get involved in it.

Dr. Winks' Comments

Dr. Robin Winks of Yale University, who characterized himself as "a fanatical enthusiast for the National Park Service," was the second speaker of the opening session, and his address was entitled "America's National Parks: The World's Finest University."

Dr. Winks prefaced his comments with the observation that he felt he was "an amateur among professionals" and that he considered the invitation to address the Association as one of the highest honors he'd received. He said that rangers "are in the best job in the world," and that we are "the thin red line that protects the finest national park system" in existence today.

Winks compared the park system to a university, and said that the parks are like "branch campuses." Although they've been created for a wide variety of reasons (some political), they all have students coming to them who must be taught well. For this reason, we are, above all, educators, and must take pride in the parks in which we work.

He pointed out that there was no real division between historic and natural units, because each has aspects of the other. One of the greatest threats to the system comes from people who favor and support one category to the exclusion of the other, not realizing that such distinctions are purely artificial.

As for the overall value of any unit in the system, Dr. Winks said that he had only three criteria for determining intrinsic worth: Is it true? Is it interesting? Is it significant?

Some things are "true," he said, because they're interesting, vital lies." Our perception of America's frontier experience, for instance, is that it was unique — overlooking the fact that Australians, Canadians and numerous other went through quite similar experiences. It would be of greater value to compare them than to just tell our own story, he said.

Concerning signficance and truth, Winks drew laughter when he said that he'd appraised the units of the system and found that all but 14 were significant and all but two were true.

He then talked about interpretation in the Service. Everyone who meets the public is an interpreter, he said, and a public relations person for both the unit and the system.

Phil Ward

. . . as interested members listen from the back of the hall.

History changes and so does the interpretation of past events. Ideally, he said, a little time should pass between an event and any attempts to determine its historic value; he recognized, though, that Congress determines what we get. We now have just about all the presidents represented by park units, for example, but "several are not significant and are barely interesting."

Nonetheless, a park's true meaning may not be that for which it was created. Because of this, we need to "rethink the significance" of each park and determine its real interpretive value. Historic themes need to be continuously reevaluated. We should all walk through our parks again, Winks said, and see what they say "generically."

By example, he talked about Cumberland Gap, and how its true interpretive value — which the park has recognized — is as a monument to transportation and American mobility. Its attention to interpreting the highway running through it makes it the Service's "first memorial to the excitement of going on the road."

"It should be called the Jack Kerouace National Monument," Winks said.

At Wilson's Creek, there are now radio towers looming over the battlefield. Although unfortunate, this now gives interpreters the opportunity to use these anachronisms to help interpret the effects of poor communications on the outcome of Civil War battles.

We need to focus thematically "on that which is educationally most accessible," he said.

Interpreters should also make comparisons whenever possible with similar historic events in other countries, thereby "breaking down parochialism" and furthering understanding. Gettysburg and Waterlook were very similar battles, Winks said, and it would be valuable to make the appropriate comparisons.

"He who only understands himself, himself does not understand," he said.

Concerning attempts to recreate the past, Dr. Winks said that there are no "pristine experiences any more" and that there's always "a litle theater" involved in bringing the past to life. Colonial Williamsburg works well despite the criticisms of purists, he said, but confessed that a little dung in the streets would improve its authenticity.

To make the past explicable, he said, it's sometimes necessary to tell stories that are representational, but "good acts of theater" are acceptable.

Although Congress may mandate a certain theme for a park, Winks argued that it's not "illegitimate" for management to rethink these themes as long as Congressional intent is not violated. It's probably more imporant, for instance, to interpret Maggie Walker's career as symbolic of a step in the decline of racial inequity than on its own considerable merits.

Winks then suggested that we need to have some "sites of shame" in the system wherein we can understand important aspects of the past that we should learn from in order to avoid repeating the same mistakes. Wounded Kee would be such an area, as would be a unit acknowledging the slave trade.

We should also enlarge our historical perspective to include more than just presidents and other key historical figures. The national park system should include sites recognizing great authors and artists and even major popular figures like Elvis Presley and Walt Disney.

In closing, Dr. Winks talked about how important it is to see parks through the eyes of visitors. Returning to his university metaphor, he said that if there's no pamphlet in a trail box, the speaker box at an exhibit is broken and a VC is not open on time, then we've "failed in providing the text, the lecturer and the university library."

Mr. Mantell's Comments

Mike Mantell, a senior associate of The Conservation Foundation, addressed the membership on the afternoon of the second day of the Rendezvous. His topic was the Foundation's recently released report on the national parks, entitled *National Parks for a New Generation.*

The book, he said, was released last June after some three years of research and visits to dozens of parks. The reaction to it was mixed, ranging from accusations that the Foundation and other conservation organizations were "part of a conspiracy to close the parks to visitors" to others who thought that it was "too timid"and didn't go far enough.

The Service's reaction, however, was "somewhat unprecendented for a piece of outside work," Mantell said. The Washington office has prepared a list of nearly 100 recommendations for actions in response to the book's suggestions. He noted, though, that the general field and Washington response was that "the ideas are great and they're exactly what's needed, but... that the book is fairly unrealistic" in calling for more expenditures for resources protection and land acquisition. He then went on to review what the report did and did not cover, the reasoning behind it, and "the issue of reality and what is realistic."

"Principally, I want to talk to you about the opportunities for creating new realities for our national parks," Mantell said, "and what you can do to help change some existing, so-called realities, so that the National Park System can be better prepared to meet the challenges ahead."

He said that the people in his organization have some "strong feelings" about what is realistic. The book was begun during Secretary Watt's tenure and finished just as Director Mott took his post, so situations can change dramatically. Because of the support the parks have, it's possible to change "so-called realtities." Conservation groups have fought and won budget and land acquistion battles, and people in the parks were instrumental in defusing A-76.

"At the regional and field levels, there are different kinds of opportunities to change realities," he said, "many of which cost very little, if any, money."

He then talked about some of the major themes that guided them in creating the report.

The first, though somewhat obvious, needed to be restated and underscored — that "the system and the Service that manages it and the tradition of preservation and use that guides it are each remarkable and have stood the test of time well."

"In examining policies and complex management issues it is important not to lose sight of what we all know from experience are wonderful resources," Mantell said. "The national parks demand special attention."

The second point was that "the tradition of preservation and use which began with the parks has become a hallmark of the country" and serve as a "unifying democratic ideal." How this tradition evolves in response to the various pressures on the parks "defines what they say to us and how they are left for the next generation."

The third was that "the parks are rooted in time as well as place." Forming policy about them requires attention to the context in which they are operating. The report therefore "inevitably responds in part to our own time," but also responds to park needs "that arise independent of the times."

The final and "key" point was that the Park Service is "entering an era for which it is not prepared." Among the ways in which we're unprepared, Mantell included the following:

- a continuing focus on "Western natural wonders" when most of our sites are cultural and historic;
- strong measures to protect resources are not in place despite increased threats;
- efforts to modernize the Park Service "have sought more to reduce federal expenditures than enhance stewardship"; and
- park management has often not been successful in dealing with park neighbors.

"We therefore need to rethink the fundamental problems that face our parks and develop novel approaches for resolving them" he said.

The Conservation Foundation's plan, which Mantell called "a resources counterpart to PRIP," is called Preservation 95, and its central premise is that "the time has now come to devote a significant effort to national park resources."

The plan has four elements — projects to restore damaged resources, research projects "to get a better handle on what park resources are," increased staff and training for resource management and interpretation, and a provision for periodic assessments of park resources. It would call for an increase of $50 million in funding (half for cultural and half for natural resource management) over the next ten years.

The plan, which is also being worked on by NPCA, calls for special measures to address external pressures to the park, particularly activities that receive federal funding or permits, or originate on nearby federal lands.

It recommends continued experimentation in seeking involvement from the private sector, particularly from volunteers and non-profit groups.

The plan has an "expansive vision of the future," he said, which holds to the premise that there must be a "continuing evolution of the park vision to protect more of what each generation of Americans value about the country's natural and cultural resources." It includes recommendations to reduce acquisition backlogs, make greenlining work, and add more protective barriers around parks.

He then talked about "one of the major problems" they had in writing the report, which was in how to treat the Park Service.

"I do not speak lightly when I say that we concluded that the Service, like the system it manages, is one of the country's greatest assets," he said, but added that they also became aware of many problems — such as low morale, career uncertainty and other employee concerns — that face the agency.

They decided not to address these, because people outside the NPS circle wouldn't understand them out of context and would use them to our disadvantage.

"The Park Service is in urgent need of modernization, and it needs to respond to a series of internal management problems," he said. "The real risk is that, if modernization is not done by sensitive people, it will not work, for it will ruin the mystique, the dedication and the sense of tradition that is unparalleled in the government."

The Park Service needs forceful leadership to chart directions and manage the system, he said, and a sense of vision and dynamism.

A measure of the success of an institution is whether it's delivering services that public attitudes will permit it to deliver, not just those which it passively accepts.

"You are in the enviable but terribly challenging position of being able to go very far in terms of what the public will support," he said. "You can play a central role in shaping those attitudes further. This is your obligation as an educational institution."

The key point, Mantell said, is whether we can set and stay in control of our own agenda. The "mounds of paper" and other demands on us create a risk that we're "so beseiged by demands made by others that the agenda is set *de facto* by responding to others." He then suggested three ways whereby we could maintain control.

The first is the importance of partnerships and cooperative mechanisms in getting things done. "Today's realities," he said, "require each park — whether they like it or not — to be involved to an unprecendented degree with their neighbors." Friends can help you keep control of your agenda and get things done.

The second method is to participate in local and state processes. We need to let them know that we want to work with them. It's easier to control development in

the planning stages then after its completed. Mantell also emphasized the importance of maintaining open lines of communications with them.

The third is to realize the importance of the visitor experience and the role interpretation can play in it. Through interpretation, we can communicate the need for people to use parks in less destructive ways.

"The future of the parks will depend on more widespread respect by an increasingly crowded and developed nation," Mantell said in conclusion. "In communicating experiences of awe, solitude, adventure, repose and reinvigoration to a wider audience, you in the Park Service and those in the conservation community aid the continuing evolution of the park ideal in directions that can indeed help to preserve the parks for this and future generations."

Dr. Kaufman's Comments

Dr. Polly Kaufman, who is working on a book about women in the Park Service and who authored an article on that topic in the last issue of *Ranger,* was the final keynote speaker at this year's Rendezvous.

After talking about how she'd become interested in the subject, she told how she'd picked up the project of writing the book from Dorothy Boyle Huyck, who died while working on it. Since that time, she said she'd received "tremendous support" from the Service in her efforts to finish it, and had traveled to all ten regions, interviewed 220 women, and heard from another 440 via questionnaires.

Rather than repeat what was written in the last *Ranger,* Dr. Kaufman focused on putting those comments in perspective. She divided the history of women in the Park Service into four periods and explained how each had evolved from and with the others.

The first period was that of "The Savers," women who performed the "speak-out role" and threw themselves into battles to save specific sites like Mesa Verde, Joshua Tree and Everglades.

The Organic Act itself came about largely because of the efforts of the 2.5 million member General Federation of Women's Clubs. They had supported Gifford Pinchot and the Forest Service in their management policies until the battle over Hetch Hetchy, when they became irate at what they perceived as a sellout. They spoke strongly against development, but to no avail. Consequently, they began to work for preservation; one woman alone wrote 700 letters in direct support of the creation of the National Park Service. After the agency was created, they were also instrumental in fighting inroads into Olympic and in saving other sites.

The next phase Dr. Kaufman called the "Helpmate or Surrogate Ranger" period, when women wanted to get into the field but couldn't and sometimes married rangers to obtain the same ends. During these years, women worked as dispatchers in entry stations and in numerous other capacities.

In the 1930's, there were civil service exams for naturalists and ranges that were open to women, and a few got into the Service in this manner. Others came in as secretaries, nurses and fire lookouts. Many of the positions that women filled were open to them because men were off fighting in World War II, and, when the war ended, they lost out to the returning veterans.

The third phase was "The Equity Era" in which EEO laws came into play. This period ran from 1962 to the present, and, irrespective of what people think of these laws now, Dr. Kaufman pointed out that "there would have been very little change without them."

Another important factor in this era was the growth of environmentalism, which led many women to an interest in working for the Service. Dr. Kaufman listed several significant benchmarks of change during this period, such as Independence's first exploration of the possibility of women being guides in 1963, a 1969 Southeast region report urging the use of women in entrance stations "because they were good at handling boring work," the inclusion of two women in an Albright class for the first time in 1965, and the first Albright classes with women in significant numbers in 1972 and 1973.

Phil Ward

Rendezvous coordinator Kurt Topham with a ranger from the next generation.

The period from 1965 to 1985 was marked by "great change and great pain" for wives and professional women in the Service, Kaufman said, citing the incidence of single women in the Service and the emotional problems brought on by the stress attendant on trying to fit in a male-dominated organization.

The final of the four eras is the "Parity or Comparability" period which we are in now, she said. There are "signs of it arriving, and it should hold true into the 90's."

Women in the Service, Dr. Kaufman said, should be seen "as a positive sum" addition because they bring special qualities and attributes with them.

Among these, she included the following advantages:

- when wives work, husbands have more options, including leaving their jobs while their partner brings in an income;
- women can negotiate better;
- women "really value life" and can interpret military parks from another perspective;
- women are interested in preserving living cultures;
- women provide a broader base of background knowledge and information; and
- women are more impatient with "the way things have always been done" and are more interested in seeing change effected.

The Service, she said, is being reshaped by changes in the broader society, and it is much better to direct this change than to be directed. She made some suggestions about how to do so:

- selecting officials need to fully examine all candidates for their potential rather than rely on the "old boy network";
- as many jobs as possible should be listed as upwardly mobile positions;
- provide more career detail positions;
- encourage women to seek laterals to develop more experience;
- provide more dual career opportunities;
- list job announcements by areas, thereby giving dual career people more chances to find jobs in parks that are close to each other;
- clarify the nepotism rule;
- offer job sharing opportunities;
- offer day care;
- allow maternity and paternity leave; and
- keep the pool of rangers high.

In closing, she suggested that we keep the "best of the traditional and the best of change" and that we draw from the lessons and positive aspects of all the four eras.

For the Park Service to take off, Dr. Kaufman said, it "will have to fly directly into the wind."

Business Meetings

Two relatively brief business meetings were held during the course of the Rendezvous to review the past year's activities and take care of any new business brought up by the membership.

President Maureen Finnerty began the first session with a report on the state of the Association. She began by saying that our credibility is excellent and that she believes that we can work well with Director Mott, then went on to list areas where progress has been made in the last year:

- a seasonal health insurance plan has been developed and should be available this spring;
- a cooperative agreement with NPS on developing the ranger museum was signed in August, for which ANPR and the National Parks Foundation need to raise $200,000;
- the Association has agreed to work with the Service and NPCA on two of the nine elements — personnel and interpretation — in the latter's developing plan for the future of the National Park Service;
- the management identification and development work group and the NPS task force on that project have completed their work and a final report is being sent to the regional directors;
- ANPR has agreed to work with the Service on aspects of the Director's twelve-point plan; and
- the Association is taking part in the development of guidelines for the consistent implementation of the new 025 standards and has already represented the interests of rangers in meetings of position classifiers.

In the coming year, Maureen said that the Association will be working aggressively on all the issues identified in the Board meeting and the meeting with the Director as being critical to the ranger profession. She said that we will continue "to take the road less traveled" and to make a difference for rangers throughout the Service.

Reports were then given by executive secretary Debbie Trout and secretary/treasurer Fred Szarka on their activities during the past year, and by Laurie Coughlan, Jim Tuck, Debbie Bird, Rick Smith and Rick Gale on, respectively, seasonal insurance, the ranger museum, seasonal concerns, housing and the raffle. All of these appear in more detail elsewhere in this issue of *Ranger*.

The second business meeting was held on the last day.

Rick Smith began by reporting on the two workshop sessions he led on the future of the Association and on the meeting that the Board and past presidents had had with the Director earlier in the Rendezvous.

The Director had asked to meet with a small group of members to discuss issues of concern to rangers. Maureen selected the Board and past presidents, as they were the easiest group to get together.

At that meeting, those attending discussed five issues that were felt to be critical to rangers, and told the Director that more might be forthcoming pending Rick's workshops on future directions for ANPR. These five issues were:

- 025 standard implementation;
- relocation assistance;
- career mobility;
- grade bulge restrictions; and
- a ranger intake program.

Rick said that people "came out of the meeting feeling somewhat elated" as a result of the Director's positive attitude toward the proposals that were made and his willingness to act on them (see the "President's Message" at the front of this issue for details).

The results "far exceed what little discomfort" anyone felt about how the meeting was arranged, he said.

Rick then talked about a major concern that surfaced at his workshops — the feeling by a number of members that they were being "disenfranchised" and screened out from Association business. Several ideas were offered for resolving this problem:

- on the first day of the Rendezvous, members should meet in regional caucauses to bring their interests up before their regional reps;
- Board meetings should be concurrent and subsequent to the Rendezvous, rather than before it;
- regional rep roles should grow significantly in order to improve communications within ANPR; and
- members should pay more attention to the frequent requests made for comments and asistance on projects that are made in *Ranger* and need to make a "52-week a year commitment" to the Association.

Rick said that he came away from the workshop "feeling proud of our organization again," which, he said, is the only one he knows that evaluates itself periodically in this way, is so introspective and is so conscious of traditions.

He also noted that, although the workshop looked mostly at personnel issues, there was a strong feeling expressed that we want and need to maintain a central role in the evolution of both the Service and the system and that members don't want to see all our energy diverted into what might be construed as self-serving causes.

Following Fred Szarka's report to the membership on business conducted in

Freeman Tilden Award

The Freeman Tilden Award, given jointly each year by the Service and the National park and Conservation Association (NPCA) to the best interpreter in the Park Service, was presented at the Rendezvous for the second year in a row.

Paul Pritchard of NPCA, publisher K. C. DenDooven and writer Bob Cahn selected the winner from a field of ten candidates — one from each region. Each of the ten candidates was introduced to the membership by Director Mott, and the award, which is accompanied by a check for $2,500, was then made to this year's winner, Walter McDowney, an interpreter at Kenilworth Aquatic Gardens in National Capital Parks.

NPCA is interested in any comments and ideas you might have on the award, and reminds you that anyone can be nominated for it, even past winners of the regional or national awards.

Phil Ward

Walter McDowney, winner of this year's Freeman Tilden Award, accepts the award from Director Mott.

Board meetings, the floor was opened for new business.

Dan Sholly moved that a resolution of appreciation be sent to Horace Albright "in recognition of his 60 years of insight and his contributions to 'The Building of The Ranger Mystique' " and reaffirming his admonition that we " 'never forget that, as the people who had the most contact with the public, rangers were the key to the succes of the National Park Service.' " The motion passed on a unanimous voice vote, and was subsequently sent to him along with the signatures of almost all those in attendance at the Rendezvous.

A motion was then made to have all Board meetings at each Rendezvous announced to the membership as to time, location and agenda. It passed on a unanimous voice vote.

This concluded the unprecedentedly brief portion of the business meeting opened to new business, and the floor was opened to nomination for the positions on the board which are opened as of the first of the year. The following were nominated:

- Eastern vice president —
  Laurie Coughlan, Gettysburg
  Dave Mihalic, Great Smokies
- Western vice president —
  Rob Arnberger, Saguaro
  Noel Poe, Capitol Reef
  John Chapman, Rocky Mountain RO
  Debbie Bird, Sequoia/Kings Canyon
  (declined)
- Mid-Atlantic regional rep —
  Mary Kimmitt, Independence
  Bill Sanders, Delaware Water Gap
- Southeast regional rep —
  Walt Dabney, Everglades
- Southwest regional rep —
  Cliff Chetwin, Carlsbad Caverns
  Dale Thompson, Hot Springs
  Bob Belden, Bandelier
  Elizabeth Mozzillo, Jean Lafitte
- West regional rep —
  Bill Blake, Yosemite
  Eileen Salenik, Santa Monica Mount.
  Debbie Bird, Sequoia/Kings Canyon
  Steve Holder, Golden Gate
- Pacific Northwest regional rep —
  Mac Foreman, Coulee Dam
  Mark Forbes, Pacific Northwest RO
  Bundy Phillips, Mt. Rainier

Workshops

Seasonal Interests

The seasonal interests work group presented a workshop at the Rendezvous on two areas of interest to seasonal employees — training and development opportunities and group health insurance. Guest speakers were Flip Hagood, Chief of Training for the Service, and Dan Margasak, representing the insurance underwriting firm of Alexander and Alexander.

Flip began by asking for input on how to best career counsel employees for their professional development and later competitiveness in the merit promotion system. He elaborated on his idea of developing a list of training opportunities for seasonal employees, and hopes that both seasonals and permanents will start sending him information on developmental opportunities outside the Service. If enough information is received, he plans on incorporating it into a bimonthly newsletter on training and development which is currently in the works.

According to Flip, there are now 14 seasonal law enforcement training academies and he now intends to focus on the quality of instruction offered by these institutions rather than trying to get new ones off the ground. Andy Hutchinson will be hosting a workshop at FLETC to review the staffing and curricula of these schools. In response to concerns expressed by the audience, Flip said that so far there is no glut of law enforcement seasonals since most of the graduates from the seasonal academies appeared to be going to other agencies. He concluded by saying that he hopes he can now address other program areas in interpretation, SAR, CPR and emergency medical services.

Dan Margasak presented a very informative review of a group health and life insurance plan for members of the Association which he coordinated with the firm of Central Life. Rates would vary depending on area and family size, and would be transferrable from one area to another. This program would not be employment dependent, and would be open to all members of ANPR. The plan would cover major medical, paying 80% of the first $5,000 of covered expenses and 100% thereafter, would cover maternity and emergency room expenses, and would have three choices of deductibles. The Board is studying this plan along with another submitted by another firm, and the membership will be informed as to which plan will be offered in the near future. (See the work group section for information on the plan that was about to be selected as *Ranger* went to press).

Debbie Bird
Kings Canyon

NPCA/Interpretation

The National Park and Conservation Association (NPCA) is preparing a comprehensive national park system plan which will cover all issues relating to the management of the national parks.

One element of the plan covers interpretation and interpretive services. During this workshop, NPCA solicited feedback on six main questions relating to interpretation, which will form the basis for their study of this area. They are:

- Is interpretation sufficiently mandated under current law?
- What is happening in general in interpretation in parks?
- Is interpretation managed as an interdisciplinary function in parks, and should it be managed this way?
- Is interpretation's professionalism being upheld, and is there a balance between resource knowledge and professional interpretive skills?
- What are the values and what are the drawbacks of personal vs. nonpersonal interpretive services?
- What is the appropriate role of the private sector in interpretation?

Two lively sessions were held on these six questions, and responses covered the gamut from skills training to accountability in interpretive management.

NPCA seeks additional input from park employees from throughout the Service, either by telephone or in writing. They hope to have their study completed this spring, so time is still available for a response. Interested employees may write or call: Jean McKendry, NPCA, 1701 18th Street, NW, Washington, D.C. 20009 (202) 265-2717.

Mary Kimmitt
Independence

Retirement Planning

"Be prepared" is both a Boy Scout motto and the theme that workshop leader Frank Betts carried through his retirement planning workshop.

Mr. Betts retired from the Service in 1980, and all of us who attended this session were fortunate that he reconsidered doing the workshop after initially turning down the program chairman.

He began by stating that while "boning up" for his presentation, he "learned more then he knew about retirement planning," and added that the time to start such planning is right now. He then reviewed a number of areas which we need to think about before leaving the Service.

Location — The important things to consider are climate, property costs, medical facilities (both availability and quality), recreational opportunities, social activities and family obligations (i.e. living near your children).

Common pitfalls — Beware of some of the common errors people make, such as failing to adjust roles and attitudes between your spouse and yourself, develop outside work interests, build up equity, finish payments on your house, or plan for the future.

Planning — Assemble a rounded background of information. Talk to others, set realistic goals, outline retirement plans *in writing*, and review and update your retirement plan on a regular basis.

Costs — Determine what it would cost you if you retired today. Figure out what you think it would be, then multiply by six percent for each year until your anticipated retirement. Where is this retirement income for civil servants going to come from? Some possible sources include pensions, social security (if we have worked enough years on the outside), profit sharing plans (if your spouse has worked or is working), savings (the worst source of income — any money you have here should be in money market accounts which allow three withdrawals per month and pay around 6.9% at present, so you can use a charge card as much as possible and pay the bill by transferring money from the money market account to your checking account as needed), insurance annuities, dividends from stocks and bonds, employment for extra income, term or whole life insurance (families with young children should obtain a considerable amount of term) and IRA's.

Concerning the latter, Mr. Betts said that they are a must, and that zero coupon bonds are best for them because they're tax deferred until interest is drawn out starting at age 59½, the brokerage fee is more than offset by the yield of the bond, and interest is compounded. Mutual funds also have advantages, such as diversity, rollover capability and professional management.

Estate planning — With all the information on the above in hand, you need to add up everything you now own and start to formalize your estate planning. Read, ask others, seek advice and make an appointment with a financial planner. Become joint tennants, name your beneficiaries, and write a will — NOW.

In closing, he advised his listeners to quit smoking and chewing, lose weight and devote time to becoming or staying healthy and fit. Health and fitness are a "required element" of retirement planning.

Tom Cherry
Cuyahoga

Physical Fitness

For two one-hour sessions, Dan Sholly, Chief Ranger at Yellowstone, and Dr. Paul Davis, Director of Human Physical Performance at University of Maryland, led workgroup discussions concerning the new physical fitness standards for the NPS. Dan explained the nuts and bolts of the standards, and Dr. Davis basically supported him with information on the more technical aspects. These standards will apply to those individuals who are involved in providing emergency services in parks, whether that involvement is done voluntarily or is a requirement of the job.

Dan pointed out that as long ago as the early 1970's, a section of the FPM provided for voluntary physical fitness programs and allowed 3 hours per week for exercise time. Then, in the mid-1970's, the red card step test was created by Dr. Brian Sharkey, Director of the Human Performance Laboratory at the University of Montana.

In about 1980, a work group was formed to set the stage and write the current physical fitness standards and test. Dr. Davis's shop was involved in this planning stage. The test that was constructed was based on law enforcement, search and rescue, fire fighting, SCUBA and life guarding functions.

The test had to be simple and uncomplicated so that *even* park rangers can administer it. It can not involve elaborate testing equipment. The test has to be applied uniformly throughout the Service, and it has to be easy to administer. Of prime concern is that the program as a whole and also on the individual basis must be applied safely.

Evidence has shown that by exercising on a routine and regular basis, not only is your body better able to jump instantly into "granny gear" and start pulling, but you can perform with must less chance for bodily injury. At the same time, this increased fitness level also permits a higher and more effective general work output.

One generally maintains a higher morale level with a good fitness level. Combining all these, it can be seen that overall job effectiveness and efficiency increases with the maintenance of a consistent physical fitness program. Because of all these positive attributes, the Park Service has recognized the need to implement a standard for physical fitness testing.

Dan stated that it is mandatory for those employees performing emergency services to take and pass the standard test. A maintenance worker, for instance, who *voluntarily* performs rescue work during regular work time must take and pass the test. If that person fails the test, he or she is merely taken off rescue duties. If, on the other hand, a ranger who is *required* to perform rescue work as part of his/her job, fails the test, that person can be reassigned to another job of similar duties. If that ranger is unable to pass the test after a certain grace period or is unable to be reassigned, other measures might be taken (based on the fact that passing the test is a condition of employment, i.e. required rescue, law enforcement or fire/suppression work). Much more detail will be provided with the actual standards.

The test is simple and there are choices. You must do one test from group A and one of two choices from group B:

A. Aerobic Test (choose one):
   a. step test — passing score 45 or higher
   b. 1.5 mile run (altitude adjusted) — 11:40 minutes or faster
   c. 5 miles in 15 minutes on a ten speed bike, in the highest gear
   d. treadmill test with an equivalent score of 45 or better (at your own expense)

B. Physical Strength
   (Choose either one *or* two):
   1. Strength and endurance (you must select 1 per group):
      a. Upper body strength:

Phil Ward

Members gathered for a moment between sessions for the traditional group photo.

i. chinups -

weight (lbs)	# chinups
- 110	6
110-135	5
136-175	4
+ 175	3

ii. surmount a 6 ' wall
iii. curl ⅓ of body weight

b. Abdominal strength and endurance:
   i. curl sit-ups:
      15 in 30 seconds
c. Arm/shoulder strength and endurance:
   i. push-ups: 20 in 20 seconds
   ii. bench-press ½ of your body weight, 1 repetition

2. Practical test - victim rescue:
   a. extrication of 190 lb. victim (dummy) from vehicle in 20 seconds and drag for 25 ft.

Dr. Davis added that tests have shown that the best test for a law enforcement function is running. Running measures lower body endurance. The best tests for upper body strength and endurance are pushing a vehicle and carrying a human. The easiest way to measure these are with the second half of the above test. These may not be the most efficient ways to measure body strength, but for our purposes they are the best means.

Around early January, the new fitness standards and test will be out to the parks for a ninety day comment period. Shortly after that they will be formally released for implementation.

Bundy Phillips
Mt. Rainier

The Peace Corps— An Alternate Career Path Opportunity

An optional workshop was held for those participants desiring more details on the benefits, procedures, and requirements attendent on becoming a Peace Corps Volunteer in the area of national park management or planning, environmental education, wildlife and forestry management.

Carleen Vocum, a Peace Corps recruiter from Detroit, and Don Rivard, a recruiter from Seattle, spoke to about 30 people after the showing of a film outlining the problems associated with global deforestation and habitat loss in third world nations. It is just this type of occurence that the Peace Corps is presently addressing through their conservation and education programs.

Former Peace Corps Volunteers in the audience were quick to point out the opportunities for personal development which they realized through their volunteer activities. Another benefit which was prominently mentioned was the year of non-competitive Federal placement which returning volunteers have at the successful completion of their two year assignment.

George Mahaffey, NPS liaison with the Peace Corps, reported that a number of applications have now been received in his Washington office as a direct result of the Peace Corps' participation in the Ranger Rendezvous. There have been over 290 requests from foreign ministries seeking Peace Corps Volunteers to work in the fields of interpretation, environmental education, national parks, and wildlife/forestry. There are several exciting opportunities coming up in Africa and Latin America and anyone wishing additional information on any aspect of the growing National Park Service and Peace Corps involvement in international conservation efforts may contact: George Mahaffey, NPS/PC liaison (FTS/202 254-8400), or Bill Supernaugh, RP&VM Chief, MARO (FTS/215 597-7057).

Bill Supernaugh
MARO

Park Ranger Job Analysis

Mary Jackson, Chief of the Branch of Employee Evaluation, and Mario Fraire, Chief of Personnel, led workshops on the analysis being conducted on park rangers' jobs.

These two action-packed workshops were filled to capacity as Mary Jackson led the discussion on the proposed automated placement system (APS). If adopted, this system will eliminate the present vacancy announcement and KSA process.

Mary proposed that the new placement system will: 1) not advertise or announce vacancies, 2) remove your name from the centralized pool for one year if you turn down two jobs that meet the criteria you stated in your annual update, 3) send a list of ten qualified applicants to the selecting official (if there are 20 names with the same score, a random process will be used to eliminate 10 people) and 4) not allow you to be considered for two or more vacancies concurrently.

As might be expected, these proposals started a healthy discussion. Almost everybody attending the workshops had a reaction to these proposals and had the opportunity to comment on them. The final consensus was that we need a system that will allow for an annual update of our computer file, that announces vacancies and gives us a chance to indicate an interest in a position, that incorporates a means for validating the computer entries that are completed by the employee, and, perhaps most immediately, that standardizes KSA's and ranking and rating guides.

Mary and Mario made copious notes and will consider the comments they heard. It is important to all rangers to be involved in the drafts of the APS when they are circulated.

Noel Poe
Capital Reef

National Park Rangers at Work: Photo Contest at Ranger Rendezvous X

The art of black-and-white photography seems to be quickly leaving us. In order to bring a little back, provide photographs for *Ranger*, and, perhaps, produce a poster for sale, the ANPR will be sponsoring a photo contest to be judged at Rendezvous X. The topic will be "National Park Rangers at Work", with three categories for judging: interpretation, resource management and visitor protection. The person submitting the best photograph, as judged by local Jackson, Wyoming, photographers, will receive free lodging at Ranger Rendezvous XI. Persons with the best photograph in each category will receive one year's free ANPR membership.

Entries will become the property of ANPR and entry gives the ANPR the right to reprint the photo in *Ranger* and use it for a poster to be produced for sale; the photographer retains all other rights. The poster will be produced if adequate high quality entries are received. We hope to offer it for sale in park cooperating association outlets and concessions stores. Other rules follow:

1. Anyone may enter; you need not be present to win; the awards may not be used by anyone other than the winner.
2. The photograph must be printed black-and-white, glossy, 8x10 and mounted on 11x14 mounting board.
3. Name, address and phone number of the photographer and park where taken must be on the back of the mount.
4. Photographs must be of a national park ranger, in uniform and therefore recognizable as a national park ranger, performing one of the aspects of our work.
5. The photograph must be received by ANPR by September 15, 1986. The address for submission will be in a later *Ranger*.
6. Credit will be given to the photographer for each use.

Ranger Rendezvous X Ideas Needed!

Ranger Rendezvous X, to be held October 19-25, 1986, at the American Snow King Lodge in Jackson, Wyoming, should be one of the best-attended to date. To assure a program that meets the expectations of five or six hundred of us, we need your input. Please send ideas for keynote or general session speakers, workshop topics and presenters, workshop ideas for spouses, ideas for evening events, alternative ideas during the Rendezvous sessions for spouses and children, and anything else you have to suggest to Program Coordinator Jim Tuck, 7030 West Colorado Drive, Lakewood, CO 80226, by early January. Thanks.

Closing Credits

Awards and Recognition

The Association recognized a number of members for a variety of reasons during the final general session of the Rendezvous:

- Distinguished Service Awards — Jim Tuck received a plaque for his outstanding and tireless service to the Association in a wide variety of roles (vice-president, regional rep, work group leader, editor, and so forth), and Bill Halainen received another for his work with *Ranger;*
- Rendezvous Coordination — Kurt Topham was recognized for his considerable and successful efforts in putting together and running this year's Rendezvous;
- Program Chair — Walt Dabney was applauded for his work in setting up this year's diverse program;
- Regional Representatives — Five regional reps whose terms are ending this winter were recognized for their efforts on behalf of ANPR — Mary Kimmitt, Ken Hulick, Cliff Chetwin, Steve Holder and Bundy Phillips;
- Vice-Presidents — Jim Tuck and Laurie Coughlan received a standing ovation for their work over the past two years and for doing "any job that no one else will do";
- Rendezvous Dance Coordinator — Ann Baugh received a humorous award for her fruitless efforts to find an open dance spot in Lake Geneva in November;
- Raffle Arm-Twister Award — Another humorous award — a half-gallon-sized beer stein ("so he can sell more tickets without having to go out for beer") — went to Rick Gale for another year of record-breaking ticket sales;
- Furthest Distance Traveled — Mark Tanaka-Sanders of the Arizona Memorial received this award for traveling 4,243 air miles to get to the Rendezvous (it was noted that Alaska had 13 attendees who'd traveled an average of 3,400 miles to get there);
- Most Attending — This plaque went to WASO, with 13 members in attendance this year (the host park, Indiana Dunes, came in second with 12).

Acknowledgements

As always, a number of Association members and friends donated a good deal of their time to ensuring that the Rendezvous was a success. ANPR extends its sincere thanks to them for their largely behind-the-scenes efforts:

- Beer crew — Chris and Barb Johnson, Dave Clark, Rich Spomer, Palma Wilson and Greg Jablonski of the Milwaukee County Sheriff's Office;
- Raffle — Rick Gale, Bill Wade, Rob Arnberger, Fred Szarka, Nancy Wizner, Collette Diagle-Berg, Kathy Clossin;
- Marketing — Pat Quinn, Kris Bardsley, Joy Stiles, Randy August, Phyllis Cremonini, Russ Smith and Tessy Shirakawa;
- Registration — Kathy Loux, Marion Guthrie-Kennedy, Betty Knight, Hal Grovert, Sherrie and Bill Wade, Eileen Salenik, Mark Tanaka-Sanders, Carol O'Daniel, Kathy Clossin, Steve Holder, Jim Loach, Bundy Phillips, Collette Diagle-Berg, Dick Newgren, Jim Hummel, Rick Erisman, Ken Hulick, Bryan Swift, Ginny Rousseau;
- Photography — Phil Ward;
- T-shirt design — Keith Hoofnagle;
- Babysitting and general Rendezvous coordination — Ellie Topham.

The Raffle

Although there weren't as many raffle items this year as at Bar Harbor and fewer people attended the Rendezvous, the usual high-profile salesmanship of Mssrs. Gale, Wade, Arnberger and Company resulted in another record take — $3,754.78 to be precise. (The $.78, by the way, came from a last minute discount sale of a ticket by a salesman who just wouldn't take no for an answer...).

The raffle would not be such a success without the contributions made by so many companies, members and friends of the Association. The following is a list of those contributors:

- K-2 Corporation — ski boot bag;
- Neal Bullington, Fire Island — 12 antique stereoscope view cards;
- KC Publications — complete set of 38 "Story Behind The Scenery" books and two calendars;
- Dixie Gun Works — two $10 gift certificates;
- Pigeon Mountain Industries, Inc. — two pair of gloves and 100 ft. of PMI climbing rope;
- Carl Douhan, Indiana Dunes — two copies of "Andy Goes To The Park";
- L.L. Bean, Inc. — $25 gift certificate;
- Buttermilk Mountain Works — one adult daypack and one duffle bag;
- Linda Lutz, Indiana Dunes — framed needlepoint picture;
- Mountain Equipment, Inc. — two daypacks;
- Rossignol Ski Co., Inc. — two pair of cross-country skiis;
- Coleman Company — 12 two-liter jugs;
- TRAK — one pair of cross-country skiis;
- International Mountain Equipment, Inc. — one daypack;
- Lowe Alpine Systems, Inc. — one Adventure II pack;
- Beer and Wine Hobby — home brewing kit:
- Gibbs Products — four running ascenders;
- New Balance — one pair of shoes;
- Early Winters — pocket toolchest;
- Yankee Books — three cookbooks and a homecrafts book;
- Indiana Dunes Cooperating Association — jar of sorghum, bottle of maple syrup, "Story Behind The Scenery";
- Wisconsin Winery — bottle of cranberry wine;
- Huber Brewery — set of six Augsburger cystal glasses and two and a half barrels of Augsburger beer;
- Augsburger Beer — three T-shirts and two visors;
- Dairy Queen — 100 free sundae coupons;
- Board Room Restaurant — $10 gift certificate;
- Hilton Inn — dinner for two;
- Next Door Pub — two pizza gift certificates;
- Kathy Clossin, Cuyahoga Valley — three jars homemade jelly, three jars apple butter, one bottle honey;
- Chris Bergdoff, Cuyahoga Valley — three coffee mugs;
- Rick Gale, Santa Monica Mountains — Lowe backpack;
- Conrad Ky Rasmussen, Horace Small Company — two $50 gift certificates from Early Honey Stand;
- Jim Hummel, Gulf Island — 2 ½ pounds of frozen shrimp;
- Sherrie Pasternak-Wade — one pair handmade earrings;
- Rob Arnberger, Saguaro — wood carving;
- Bob Gates, R&R Uniforms — 11 minimaglites;
- Lee Turnington, North Face — three pieces of North Face luggage;
- Dale Thompson, Hot Springs — one handmade, inlaid picture of a hawk;
- Judy Thompson, Hot Springs — one pottery mug filled with sorghum;
- Iverson Snow Shoe Co. — one pair of snowshoes;
- Ken Morgan, Cumberland Island — ten pounds of paper shell pecan;
- Jerry Yarbrough, Amistad — one handmade wooden arrowhead clock, two Mexican blankets;
- Life Assist, Inc. — one electronic blood pressure kit, two sit harnesses, two Tekna Lite flashlights with rechargers;
- Mark Tanaka-Sanders, Arizona Memorial — two cans macadamia nuts, three jars tropical fruit preserves;
- Pamela Sihvola, The Nature Company — $75 gift certificate;
- Diane Moses — Smokey the Bear needlepoint;

Continued on page 19

WINTER '85/'86 Featuring the Rangeroons©
By Keith Hoofnagle
Winter provides the only chance a Ranger ever has to catch up with paper work generated by the busier times of the year. There's also a back-log of trade journals, periodicals & catalogs to be skimmed. A Ranger might even have the chance to catch up on back issues of that notorious alternative N.P.S. newsletter- "THUNDERBUTT"
THUNDERBUTT
Some Rangers tend to put on a few pounds in winter:
OKAY, BUT THERE'S A GOOD REASON FOR THAT! WE PUT ON A LITTLE WEIGHT TO PROTECT OURSELVES FROM HYPO THERMIA THAT'S WHAT!
It has been rumored that Rangeroons HIBERNATE in winter.
BIG BEND LOOKS PRETTY GOOD ABOUT NOW!
BOARDING PASS
LOWER AB BURST!
Not so!
..But some of them DO take VACATIONS!
BREAK OUT THE CAKE, COOKIES, CANDY & EGG NOG! WE'VE GOT TO PROTECT OURSELVES FROM HYPOTHERMIA!
Holiday Decorations:
FRED, WHY MUST YOU ALWAYS GO OVERBOARD? WE WERE ENCOURAGED TO DECORATE THE VISITOR CENTER AND OUR OFFICES - NOT TO DECORATE OURSELVES!
DING
DING
DING
DING-A-LING
AND NOW! ANOTHER Yuppie Ranger!
In winter, if the Yuppie Ranger is a man, here's what you might expect:
He's always "fashionably late"
WHENEVER YOU'RE READY WE'D LOVE TO START OUR MEETING!
SORRY, I WAS DELAYED BECAUSE I HAD TO TAKE MY CHINESE SHAR-PEI PUPPY TO THE VET FOR HER SHOTS.
Wears his designer glasses like this a lot (very trendy!)
He's known by the things he wears: Cashmere Coats, Burgundy-colored Mufflers, & gold Pinky Rings with a single Diamond; and the things he uses: 20 yards of dental floss a week.
HE'S ALSO KNOWN BY WHAT HE WANTS - A ROLEX DAY, DATE - WATERPROOF TO ONE MILE DEPTH!
Hoofy-ARO
Winter Ski-Patrol Rangers who are into the apré-ski scene sometimes try to impress women with their status...
HEY, FOXY LADY - I HOPE YOU REALIZE THAT I'M NOT YOUR ORDINARY SKI PATROL... I'M AN 025!
IS THAT YOUR NECK SIZE OR YOUR I.Q.?

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*, Apt. D-422, 3004 Lee Highway, Arlington, VA 22201.

Alexander, Glen — from superintendent, Curecanti, to assistant superintendent, Indiana Dunes.

Arsenault, Mark — from park technician, Natchez Trace, to park ranger, Padre Island.

Ashe, Ann — from park technician, Natchez Trace, to same, Mammoth Cave.

Ashe, Dave — from park ranger, Natchez Trace, to same, Mammoth Cave.

Barker, Steven — from park technician, Indiana Dunes, to resignation.

Bentley, Donna — from park technician, Gateway, to park ranger, Jefferson National Expansion.

Brindle, Linda — from park ranger, Carlsbad Caverns, to resignation.

Brindle, Todd — from park ranger, Guadalupe Mountains, to supervisory park ranger, Sunset Crater.

Carr, Larry — from park ranger, Boston, to same, Big Thicket.

Cherry, Bob — from park ranger, Boston, to same, Padre Island.

Collup, William — from park ranger, Petersburg, to same, Petrified Forest.

Crawford, Paul — from park ranger, Boston, to same, Whiskeytown-Shasta-Trinity

Dansie, Laura — from seasonal park technician, Grand Canyon, to reclamation guide, Hoover Dam.

Dawson-Thomas, Deborah — from park technician, Rocky Mountain Regional Office to resignation.

Ditmanson, Dale — from supervisory park ranger, Canyon de Chelly, to chief of interpretation and resource management, Fossil Butte.

Forbes, Aline — from park ranger (interpretation), Boston, to park ranger (protection), Boston.

Forbes, Mark — from supervisory park ranger, Crater Lake, to park ranger, Pacific Northwest Regional Office.

Fudge, Robert — from supervisory park ranger, Indiana Dunes, to same, Minute Man.

Gottshall, Tree — from park technician, Delaware Water Gap, to masonry worker, Chattahoochee.

Gundrum, Laura — from park technician, Jefferson National Expansion, to same, Indiana Dunes.

Hackett, Sue — from chief ranger, Fort Necessity, to Interagency Personnel Act assignment as consultant to the Pennsylvania Museum Commission, Harrisburg, Pa.

Harper, Susan — from seasonal park interpreter, Lake Mead, to reclamation guide, Hoover Dam.

Harrell, Haywood — from supervisory park ranger, Manassas, to same, Jefferson National Expansion.

Harris, Lana Creer — from maintenance clerk, Padre Island, to mail and file clerk, Alaska Regional Office.

Harris, Richard V. — from park naturalist, Padre Island, to resource management trainee for Bering Land Bridge, Alaska Regional Office.

Hobbs, Thomas — from chief ranger, Yellowstone, to park manager, Isle Royale.

Johnson, Reed — from park ranger, Hampton, to supervisory park ranger, Lincoln Home.

Kesselman, Steven — from park ranger, Fire Island, to superintendent, William Taft.

Krumenaker, Robert — from computer programmer analyst, Big Thicket, to resource management specialist, Isle Royale.

Lane, Ross — from seasonal park technician, Fire Island, to park ranger, Boston.

Menard, Gail C. — from administrative technician, Lincoln Boyhood, to administrative officer, Bighorn Canyon.

Miculka, James E. — from chief ranger, War in the Pacific, to resource management specialist, University of Edinburgh, Edinburgh, Scotland.

Mocilar, Tom — from seasonal park tech-

Jim Tobin

On September 7, 1985, we lost much, much more than a friend, colleague and life member of this organization — we lost a true National Park Service professional. From start to finish Jim cared! He believed in practicing what he preached. He never quit growing, asking questions or wondering what could be done to make a difference. And he never forgot his beginnings.

In 1952 the young fellow pictured here was a "buck ranger," shepherding visitors, shooting goats, shoeing horses, and standing guard on the rim of Halemaumau during eruptions. Like many a "Westerner," Jim articulated a willingness to serve "anywhere west of the Misissippi" — sure enough his first superintendency was that — just west, at Effigy Mounds.

Jim believed that you best not criticize the central offices unless you were also willing to do something about it. He was reluctant to leave the out-of-doors and join the "desk set," but typical of his strong, positive convictions, he practiced what he preached. Jim also felt very strongly that those giving orders from behind the big, polished desks know what they're talking about from experience."

Jim, like many an old war horse, was somewhat concerned over the changing times in society in general and the NPS in particular. But unlike many an old war horse who refused to even acknowledge things were not staying the same, he wanted to understand and deal with that change in ways that were positive to the Service and System he so loved. To that end be became a driving force in the recent employee survey. He believed in the people that make our Service what it has become. It was his strong desire that the National Park Service continue into the next century with that strong sense of caring and commitment that got it through almost eleven decades. Jim believed the Service had to build on the positives of the past but allow today's generation of employees the latitude and freedom to keep pace and add their own bricks to the cornerstone of tradition passed on to them.

Jim Tobin as a ranger in Hawaii in 1952.

If asked what he wanted to be remembered for, I'll wager Jim would never mention the Departmental Distinguished Service Award, the Puggsley Gold Medal, or any of that long list of distinguished honors given him. No — Jim would want to be remembered as someone who cared enough about the Service to make a difference.

Well old friend, you did make a difference. We'll not only miss you — we'll remember you and hopefully from your inspiration make a difference too.

John Cook
Great Smokies

nician, Lake Mead, to reclamation guide, Hoover Dam.

Nordeen, Deborah — from park technician, Jefferson National Expansion, to resignation.

Norton, William — from park technician, Gateway, to park ranger, George Washington Carver.

Obernesser, Richard — from park ranger, Petrified Forest, to same, Glen Canyon.

Rovang, Rodney — from park technician, Pipestone, to same, Effigy Mounds.

Schuft, Lucinda — from park technician, Voyageurs, to resignation.

Schillizzi, Christopher — from park ranger, Gateway, to supervisory park ranger, Cuyahoga Valley.

Schmierer, Alan — from supervisory recreation technician, Mt. Baker Ranger District, U.S. Forest Service, to community planning ranger, Santa Monica Mountains.

Scott, Ruth — from seasonal park technician, Denali, to park ranger, Klondike Gold Rush (Seattle).

Sholly, Dan — from chief of ranger activities, Washington Office, to chief ranger, Yellowstone.

Smith, Brian — from park technician, Glen Canyon, to park ranger, Chattahoochee.

Stuart, Pamela — from seasonal park technician, Lake Mead, to reclamation guide, Hoover Dam.

Troha, Terry — from seasonal park technician, Minute Man, to park ranger, Boston.

Wahler, Charles B. — from park ranger, Morristown, to chief of interpretation, Fort Laramie.

Williams, Patricia — from seasonal park technician to reclamation guide, Hoover Dam.

Williams, Peggy — from park technician, Lincoln Home, to concessions specialist, North Atlantic Regional Office.

Williams, Richard — from park ranger, Cape Lookout, to same, Homestead.

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).

The work group, which was incorporated into Management Identification and Development Task Force, has completed its work. A final report has been written and approved by the Director and regional directors.

The report calls for the implementation of a management identification and development program with four specific components:

- an enhanced supervisory development program for first-line supervisors;
- a management studies program for individuals who are eligible for management positions or for newly appointed managers;
- a mid-level manager development system for individuals who are eligible for management positions; and
- an incumbent manager development program for those presently in management positions.

Flip Hagood, Chief of Training, is responsible for implementing the program, the third component of which he will be working on with the regional directors. Flip will be reporting his progress in future issues of *Ranger.*

Rendezvous Raffle

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

This work group has also finished its work, and the Board has accepted its proposals.

Money received from the raffle will be used to:

- cover any expense of conducting the raffle;
- cover any expense of the Rendezvous not covered by registration fees;
- keep a fund (balance) to purchase a special raffle item, which will be offered through a special sale of tickets to all members and which you won't have to be present at to win;
- offer a commemorative plaque (individual and rotational) and an honorarium to the ranger who has contributed most to the ranger profession during the previous year; and
- employ the balance of the proceeds to improve and upgrade *Ranger* and/or for any other special project to benefit the overall membership, as agreed to by the Board of Directors.

As of this writing, a tentative arrangement has been made to commission a large, matted and framed original water color painting on an NPS-related subject by painter Dale C. Thompson for the special raffle. The painting will have a value of approximately $1,500. There's also a possibility of an additional prize, so that the first place winner will have a choice between two items. When the details are put together, tickets will be mailed out to all members. Cash prizes will be offered to the person who sells the most tickets and the person who sells the winning ticket. The amount of these prizes will be announced.

The Board also approved the establishment of a "ranger of the year" award. The purpose of the award will be to recognize a ranger for outstanding contributions to the profession, and will be complementary to and not in competition with any other award. The word "ranger" is used in its broadest generic sense, and includes all traditional ranger profession activities, such as interpretation, resources protection and management, and visitor protection and management.

Each recipient will receive an individual stylized ranger statue, and will have his or her name affixed to an award plaque which will be on display at each Rendezvous.

Anyone may nominate any eligible person, and may even nominate themselves. The nomination will consist of a cover sheet and a narrative describing in detail the specific accomplishment of the individual in furthering the park ranger profession. This accomplishment must have occurred within the 18 months prior to the award, and may be either a long-term, ongoing activity or a specific project. Nominations must be postmarked between April 1 and May 1 of each year and sent to the secretary/treasurer of the Association.

The raffle committee will review the nominations and rank them in priority order by July 1 of each year. This list will be submitted to the Board for concurrence

Raffle *(continued)*

- Gentry Davis and Flip Hagood, WASO — Indiana Dunes photo, bottle of cranberry cordial, arts and crafts book;
- Kahty Loux, Denali — T-shirt, sweatshirt and Alaska baseball hat;
- Mack Shaver, Northwest Alaska Area — handmade Alaskan basket;
- Pat Given, Channel Islands — handcarved wood decoy;
- Reed McCloskey, Channel Islands — handmade stained glass;
- Kate James, Golden Gate — calendar and poster;
- Karen Ritter, WASO — Minnesota wild rice;
- Susan Brende, Jean Lafitte — handmade men's pendleton shirt;
- Virgin Island NP — one bottle 151% rum;
- Sequoia-Kings Canyon NP — two bottles of California wine;
- Tom Ryan, Golden Gate — one case of Anchor Steam beer;
- Howe Brothers — two copies of *Birth of the National Park Service;*
- Clarence Gorman, Aztec Ruins — one handmade Stephen Mather belt buckle and an NPS bolo tie;
- Mid-Atlantic Regional Office — one box of Sani-Fem Freshette and a woman's trail urinal;
- Ray Beehan, Indiana Dunes — raffle drum;
- Fred Szarka, Minute Man — Rendezvous brew;
- Debbie Szarka, Minute Man — homemade jam.

or change by September 1 of each year. The Board reserves the right not to make an award in any given year based upon insufficient nominations or inadequate justifications.

The award will be presented with an appropriate ceremony at the Rendezvous.

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).

At the Rendezvous, President Maureen Finnerty announced that all current Board members and all former presidents have made their "dollar per year" contributions. The challenge continues — each of us should consider donating one dollar per year of Park Service experience. Send checks made out to "ANPR - Ranger Museum" to ANPR, Box 222, Yellowstone National Park, WY 82190.

Some initial thoughts (far from being firm) are coming together from the involved parties of the park, regional office and Harpers Ferry staffs and a contract preservation specialist. They include:

- converting the rear three rooms to housing, perhaps for use by retired rangers who would staff the museum as VIP's'
- using the front five rooms for the museum;
- restoring one room to US Army days when it was a bunk/squad room (we have photos of this room in use);
- making one room a replica of an early-day backcountry ranger station, as it is the same size and would provide a transition from the Army to the Park Service; and
- employing the three remaining rooms for exhibits of a more contemporary design, but designed to be transportable with the idea of placing them in another park or parks during the closed season for Norris, thus providing security for artifacts and a greater use of the exhibits.

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).

The work group reports that, although legislative action on correcting housing problems is on hold, there have been some positive developments in this area.

The Service has rescinded Directive 84-5, which said, essentially, that the Service would have no housing except in isolated areas. This change was made in part on the recommendation of President Maureen Finnerty, and has done much to improve the housing situation.

The Director has also asked for accelerated action on NPS-36, the guideline on housing. He will direct superintendents to apply three tests to determine if housing should be retained, abandoned or increased (the last option is a new and positive addition to the other two). The tests will be:

- are the quarters essential to the Service's mission;
- are they isolated (i.e. over 30 miles from a community); and
- is houisng available on the local market.

It is important that we do a good job in preparing individual quarters management plans, which must be in by May 1, 1986, so that housing can be properly justified.

The Association has had a major and positive effect in improving the housing situation. In the future, it will be important to get legislation passed which will free the Service from A-45 restrictions and to get high-quality quarters management plans in to avoid any possible problems with the department.

Seasonal Interests

Co-leader Debbie Bird, Kings Canyon. Address: P.O. Box 787, Kings Canyon, CA 93633. Phone: (209) 565-3341 (work) and (209) 335-2464 (home).

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

The members of the work group presented a workshop at the Rendezvous on two areas of interest to seasonal employees — training development opportunities and group health insurance. (See the report on workshops for further information on that presentation).

They are also in the process of developing a guide to winter seasonal employment in the National Park Service, which will appear in the spring issue of this magazine. It will give seasonals a good idea of which parks will be hiring people, how many they'll be bringing on, and in what specialties (i.e., interpretation, resource management, law enforcement). Watch for it!

As we went to press, the Association was on the verge of contracting with the firm of Link-Allen and Associates, Inc., to provide health insurance for members ineligible for the federal program. The coverage will be through Mutual of New York (MONY), whose nationwide agents will be available to assist members. ANPR also considered a policy offered by Alexander and Alexander, Inc., which offered more comprehensive coverage but at significantly higher rates that might have been prohibitive for seasonal employees.

The MONY plan offers the following:

- a choice of $250 or $750 yearly deductibles, which is the amount the insured person pays in medical costs before coverage begins — higher deductibles mean lower rates and visa versa (the last three month's expenses for a calendar year may also be applied to the next year's deductible);
- payment of 80% of medical expenses after the deductible is met and 100% coverage of additional expenses when the insured person's expenses equal the deductible plus $1,000;
- rates ranging from $328 to $760 per year for single people under 40, depending on geographic area and deductible, and rates of from $708 to $1,596 for couples and $1,108 to $2,256 for families;
- hospital room and board at up to $300 per day ($600 for intensive care), with more coverage available for supplemental premiums;
- coverage of expenses incurred for miscellaneous hospital charges, doctor's charges, x-rays and lab tests and treatment, anesthesia, blood, equipment rental, oxygen, prescribed drugs, prosthetics, ambulance service and some convalescent care; and
- out-patient surgery coverage of 100% of costs, as well as full coverage for non-emergency surgery when a second opinion is sought first (it will also pay for the cost of the second opinion itself).

More information on the plan will be made available through a mailing to all members in January.

Laurie Coughlan
Gettysburg

Regional Reps Report

North Atlantic

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

Mid-Atlantic

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

Mary met with Regional Director Jim Coleman prior to Rendezvous IX to discuss issues of importance to the region's members. His main interest, to be considered when appropriate, was the report of his Management Development Task Force. Some of the recommendations were brought up during Board meetings and in individual workshops.

Meetings with the regional directorate continue on a regular basis. Please send any comments or issues you'd like raised with the regional director to Mary so she may fully represent the region's views and concerns.

Mary attended the Rendezvous and participated in all meetings of the Board. During the Rendezvous, as was the case last year in Bar Harbor, a regional caucus was held which was attended by 16 members. They enjoyed open discussions with the regional director and each other. These caucuses have been most beneficial and are likely to become an established part of the program for each region during Rendezvous X in Jackson Hole.

President Finnerty appointed Mary to lead a work group on the role and responsibility of ANPR in training and development activities for its members and another on guidelines and recommendations for regional rendezvous. Any thoughts on either of these subjects should be directed to Mary.

Planning for the second regional rendezvous is well underway (see below). Rick Erisman of NCR is the principal coordinator, and Mary is working closely with him. Another training course will likely be offered, and will also be available for credit in one's training record. This year's session will cover the counseling and appraisal aspects of supervision. Anyone with ideas for the course or thoughts on the program in general should contact Mary. Please note that this gathering is not limited to any regions in particular; everyone is welcome.

National Capital

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

A mini-rendezvous will be held at Cacapon State Park in Berkeley Springs, West Virginia, from March 12th to the 14th. Cacapon State Park is a long, narrow preserve of 6,115 acres extending from Virginia across West Virginia's eastern panhandle almost to the Maryland border; it centers around Cacapon Mountain.

Cacapon Lodge overlooks an 18-hole championship golf course, and has convention facilities, a recreation room, lounge and dining room. A variety of recreational and sightseeing opportunities are available in the area.

Limited accommodations are available, so make your reservations now. Single occupancy is $23.00 per night, and double occupancy is $28.00 per night. The reservation deadline is *February 1, 1986.* After that date, vacancies will be open to the general public.

To make reservations, call 1-800-624-8632 (in West Virginia 1-800-642-9058) and ask for Cacapon Lodge. The toll free lines are open from 8:30 to 4:30 weekdays only. Please specify that you are attending the ANPR regional rendezvous. A one night's deposit is required to confirm your reservation. You may use VISA or MasterCard or a personal check for this purpose.

If you plan to arrive before March 12th or stay past March 14th, reservations are on a space available basis.

Additional details and a rendezvous agenda will be provided in early 1986. Mary Kimmitt will be assisting with the program and workshops, and Rick will be coordinating activities at the lodge. Contact your regional rep for further information.

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).

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 urges each of you who missed the Rendezvous — for whatever reason — to carefully read the reports in this issue of *Ranger.* They will give you an overview of what you missed and bring you up to date on the issues that your Board has decided to pursue in the future. What the Rendezvous lacked in quantity, it more than made up for in quality, and Tom offers "one last, big THANK YOU to Kurt and Ellie Topham for the excellent job" that they did in organizing it. Between now and the next Rendezvous in Jackson Hole in October of 1986, Tom wants to hear from you on issues, concerns, ideas, information, complaints and "whatever".

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 reports that he's still concentrating on developing in-park ANPR representatives for the region, and mailed out an information summary on the Rendezvous to the 150 or so regional members as soon as he got back from Lake Geneva.

Southwest

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

West

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

Pacific Northwest

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

Bundy reports that an "underwhelming" response was received from an informal survey taken at the in-service law enforcement refresher in September, but thanks those who did cooperate. He would also like to challenge all members in the region to get their friends to join the Association, as it has nearly the lowest membership count of all the regions (second only to Alaska, "which doesn't have very many people anyway").

Work is progressing slowly on the organization of a mini-rendezvous in the region for sometime in March or early April. If you have any thoughts on this, please don't hesitate to call or write him, as it would help him a great deal.

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).

Letters *(continued)*

ment itself; it is a gut reaction to the picture, letters, and poems placed there by those who remember.

The same kind of personal memorabilia can be, and have been, used to convey to today's visitor the human costs of wars more distant in time. The pain, love, and loss come through loud and clear in my relative's letters about her son who was wounded at Petersburg and now rests in peace in Poplar Grove Cemetary. The story may be painful, but it has as much place in the honest presentation of a military site as the stories of bravery and courage.

I heartily support Dr. Gary Machlis' call for attention to the issues of interpreting peace and war. Further examination could well be made a part of Director Mott's renewed emphasis on interpretation. Thanks again to *Ranger* for publishing the article.

Tom Vaughan
Chaco Culture

Editor:

I couldn't believe that ANPR would actually stoop to soliciting contributions through the Combined Federal Campaign (CFC), as Bill Wade advised in the last issue of *Ranger*. The CFC is set up as a way to encourage donations to organizations that provide valuable social services to those in need. While ANPR might be a non-profit organization, its work hardly fits in the social services category. If ANPR can't be self-sustaining, its non-profit status shouldn't be used to grovel for money. Shame, shame, shame!

Brian Carey
Canaveral

The Board voted unanimously at the Rendezvous to advise CFC that we are not interested in being added to their list of organizations eligible for donations.

Editor:

As career interpretive rangers at Shenandoah National Park, we read with interest the article by Elizabeth Oster Mozzillo and Bryon Fortier titled "A Statement for Interpretation", (*Ranger*, Fall 1985). We felt that the article addressed many important issues concerning interpretation in the National Park Service, but portrayed a view that we do not completely share. We appreciate the fact that the authors spoke out on a number of issues that have been a cause for concern by rangers in interpretation for a number of years — that many people in the Service may not understand or appreciate the role of interpretation in park operations and that interpretive operations Servicewide have been suffering from a reduced share of resources and management attention.

Most employees of the National Park Service may not be aware of the professionalism and complexity of park interpretation. The Mozzillo/Fortier article pointed out the amount of education and training necessary for quality park interpretation and clearly showed how interpretation differs from mere entertainment or the information provided by "tour guides" in some private sector operations. The amount of research conducted for this article was impressive, and we learned a few things we were not aware of, for instance, the specific allocations of financial resources in the NPS.

Where we differ with the authors can be found in their opening paragraph where they say that "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'". We believe that the majority of park interpreters understand and are proud of their function and vital role in park operations, and that any "second class mentality" must be an exception among interpretive rangers. Our function in engendering public support for the agency and its goals is recognized by the National Park Service, in which interpretation enjoys better support than in any other federal land management agency. Professional interpretation is in fact one of the hallmarks of the National Park Service. Most NPS interpretive rangers know that they are and always have been an integral part of park management, and furthermore that interpretation has its own mandate, found in the "Organic Act", to "provide for the enjoyment" of the parks.

Another concern of ours is the authors' implication that there is a connection between the relative reduction in interpretation and the growth in resource management and visitor protection. Recent developments in these areas have come about as a response to very definite needs. Complex, modern resource problems require sophisticated management and the special training that this entails. The need for professional law enforcement in the Service has been met by enactment of the "General Authorities Act", PL 94-458 (16 USC, Section 1a), and complete restructuring of law enforcement training (see "The Evolution of Enforcement in the Service," by William O. Dwyer and Robert Howell, *Ranger*, Spring 1985). In both of these cases, increased allocations for training were provided to meet the needs of the Service, not as some kind recognition or reward.

When any part of the Service moves ahead with recognized achievements, it is a credit to all of us. At Shenandoah we are proud to work with an outstanding RM and VP operation. We should all be supportive of the strides that have been made in these areas, as we are proud of our work in interpretation. Many rangers in interpretation have been involved in EMS and SAR, where so much progress has been made recently. The accomplishments of others should inspire us to greater strides of our own, which we can achieve by knowing our role and function in the organization and by making our needs known to management.

We understand and appreciate the frustrations reflected in Ms. Mozzillo and Mr. Fortier's well-research article, and applaud the use of ANPR as a vehicle for illuminating issues effecting all of us. It is important, as shown by the very concerns of this article, that all employees become involved and feel a part of ANPR. We are all working together to protect the parks and serve the public that uses them. Let's be aware of each other's roles, be proud of each others achievements, and help each other to accomplish the mission we share.

Terry Lindsay
Tessy Shirakawa
Chuck Anibal
June McMillen
Shenandoah

Editor:

I appreciate the fact that ANPR is trying to put some humor into the journal, but I found the Rangeroon Summer 85 cartoon by Keith L. Hoofnagle to be offensive and totally inappropriate.

I found it to be offensive because of its portrayal of women rangers and secretaries. How typical that the woman ranger is trying on the tightest clothes and stands mutely by while the men converse about leather garter belts.

In the next scenario, we have the "macho" ranger (an obnoxious male sterotype) telling the nagging secretary, with pearls around her neck, that he has to "range" and has no time for business.

It is my opinion that this cartoon does

nothing but depict women in roles that are sterotypical and abusive. It shows no respect for them as professionals. And I find this cartoon to be very inappropriate in a professional journal for park rangers.

As a woman, a park ranger and a member of ANPR, I would like to request that if more cartoons are going to be printed, that the subject matter and protrayal of men and women be done in a more positive, professional manner that shows respect and support for them. Cartoons can still be humorous without being abusive and offensive.

Mary E. Riddle
North Cascades

Editor:

I would like to be able to give simple and accurate answers to Ms. Neuman's request for tax information in her letter to the editor in the summer, 1985, issue. In my experience there ain't no such thing. The rules and regulations are voluminous and difficult for mortals to understand — we've all been told that even IRS employees often disagree on interpretations. I've yet to meet anyone who can really provide sound advice except after careful study of an individual situation.

Therefore it seems that each of us should become our own advisor, reading as much as we can and trying to apply a "reasonable" interpretation of the information that the IRS provides. The IRS produces numerous free publications each year that provide the information necessary to make a reasonably intelligent decision as to whether your expenses are deductible or not. Start with "Publication 17: Your Federal Income Tax." It is full of much more information than the normal 1040 instructions you receive each year. "Publication 910: Taxpayer's Guide to IRS Information, Assistance and Publications" lists all the other publications that are more specific to a particular form or tax situation. All IRS publications and forms are available free of charge — see your phone book for ordering phone numbers.

Some other publications that may be useful:

"Publication 463: Travel, Entertainment and Gift Expenses"
"Publication 508: Educational Expenses"
"Publication 523: Tax Information on Selling Your Home"
"Publication 526: Charitable Contributions"
"Publication 529: Miscellaneous Deductions"
"Publication 530: Tax Information for Owners of Homes"

These and others are usually available near the end of the year.

Jim Tuck
Rocky Mountain
Regional Office

President *(continued)*

The purpose of this element, which could be coordinated by Mather and Albright Training Centers, would be to insure that the successful applicants would be the *best* professional candidates.

4. Implement a two- or three-year intake training program leading to the GS-9 level.

The purpose of this element would be to train the intake rangers and prepare them for GS-9 level operational duties. The Services had an Intake Program in the 1960's, and it was very successful.

b. *025 Qualification Standards* — A further concern is the experience, education, and training requirements agreed to at the recently conducted Servicewide staffing workshop. At that session, the following examples of qualifying coursework were *added*, which will be applied in qualifying applicants for entry on registers at GS-2/3/4 levels:

Police Science
Business Administration
Social Sciences
Behavioral Sciences
Public Administration
Museum Sciences

This is particularly ironic in that the Service in 1982 asked OPM to *delete* these courses as qualifying for 025 positions. OPM complied with this request and now NPS is proposing to add them back into the qualification standards.

The Association strongly believes that this coursework in and of itself should *not* be qualifying without comparable credits in the fields of natural and cultural resources.

You agreed to look into both of these requests.

Again, we appreciate your time and interest and look forward to hearing from you on these issues of mutual concern. If there is any assistance the Association can provide, please let me know.

Association of National Park Rangers

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