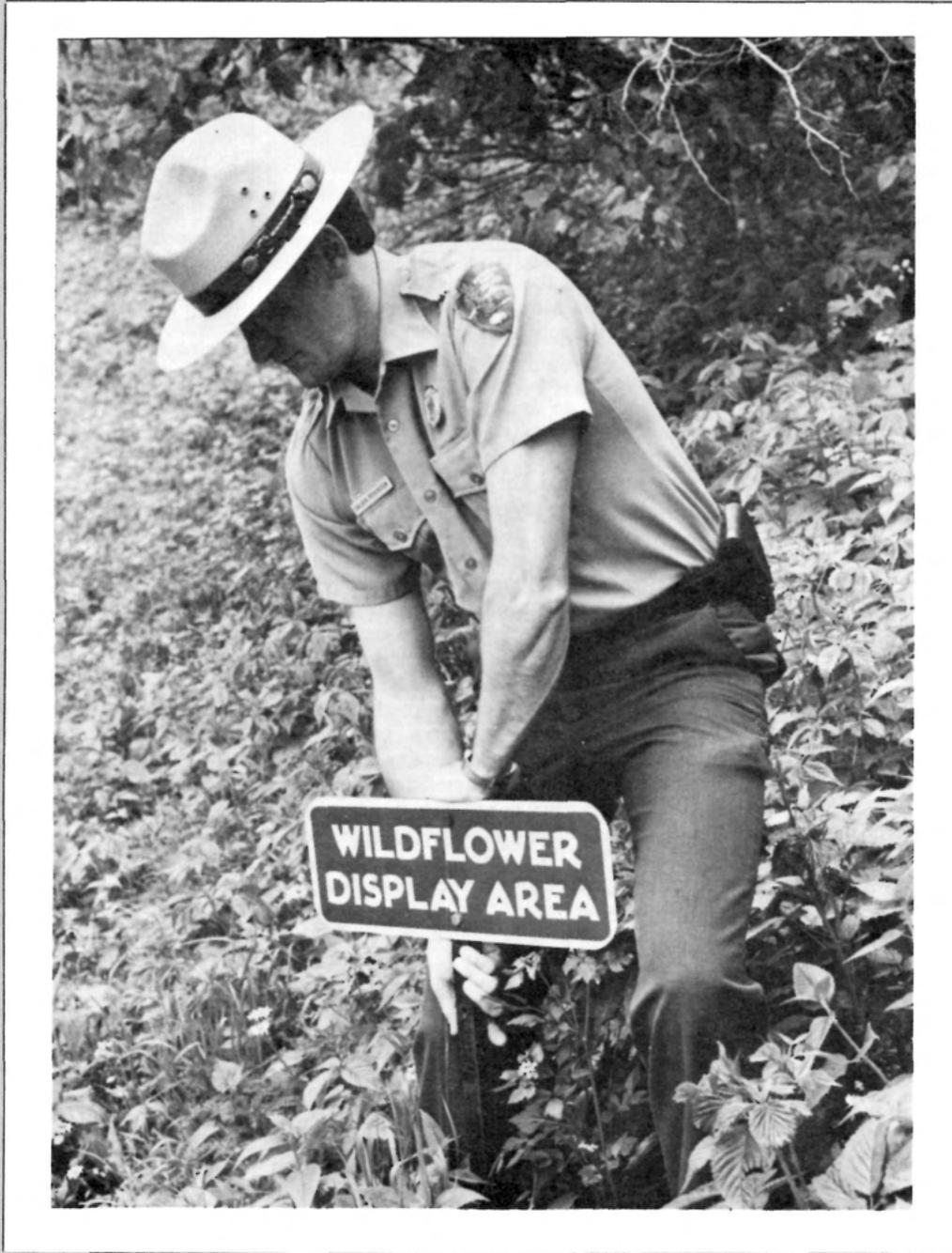


RANGER

The Journal of the Association of National Park Rangers

Vol. II, No. 3

Summer, 1986



The Multi-Specialist Ranger

Editor's Notes

There seems to be no topic more on the minds of rangers these days — with the possible exception of Gramm-Rudman — than that of the general state of the profession, and many a conversation turns to the subjects of declining morale, limitations in mobility and career opportunities, grade comparability, central concerns over just what skills and attributes a ranger should possess, and myriad other related topics.

With that in mind and in the hope of developing some consensus on what a ranger is and should be, a request went out in the last issue for submissions in response to the query "What is a Ranger?" It was anticipated that there would be a considerable volume of responses on this provocative subject, but only two brief replies have been received in the two months since the spring issue went out to the membership. Perhaps apathy should be added to the list of problems of current concern to the profession.

At least one professional concern, however, is addressed in the cover story in this issue. Tony Bonano and Kristine Johnson have written on the interesting attempt being made by Blue Ridge Parkway to create multi-specialist rangers in that park — rangers who have training and abilities in enforcement, visitor protection, resources management and interpretation. They suggest one possible way in which the profession could go in the future that might help resolve some of the identity and role problems that now seem so prevalent.

If you feel moved to comment on either this article or the request made in the spring *Ranger*, please don't be bashful. If this magazine isn't a proper forum for a discussion of the future of the profession, then what is?

Letters

Editor:

Copies of *Ranger* are on their way to all park wardens and regional offices in our system. I was delayed in being able to distribute them as the shipment was slow in clearing customs at our end.

I sincerely appreciate you making available complimentary copies to us and I am hopeful it will be one way to increase the awareness, interaction and cooperation between Rangers and Wardens...

I will also advise you of the reaction in our agency to receipt of *Ranger*.

Duane J. Martin
National Coordinator
Warden Service Operations
Parks Canada

Editor:

I am looking forward to continuing my career with the NPS, with my nineteen month old son "in tow," and find that even in applying for vacancies, career choices seem limited due to a lack of information about park areas. Recently, I witnessed an individual make a house-hunting trip to this area from another region, only to turn down a position because he could not afford the high cost of living here. In my case, I will need to locate competent day care immediately after arriving in a new area. Without information beforehand, I would be applying for vacancies which would not suit those needs and, therefore, possibly waste my time and the selecting official's time by doing so.

What may be needed is an NPS "morale liaison" program, similar to the military programs, which gathers information about each area and maintains a directory of local services and amenities. The statement in vacancy announcements are usually vague, relating average mean temperatures, "high" housing costs, etc, but mean little to prospective applicants. A directory of services could list house/apartment hunting assistance (where available),

daycare availability, meaningful cost of living estimates, spouse employment opportunities, in addition to hospital and medical services, etc. This directory could be updated and maintained by employees from each area and would be centrally reproduced and distributed so that it could be available to all NPS employees, including prospective applicants.

In addition, it could create a network of employees designated as morale liaison coordinators, who would be available to newly assigned employees to help in the transition from one area to another. This wouldn't replace the traditional "NPS Family" welcome, but would ensure that there was at least one contact person in each area available to answer questions, etc.

I would be interested in any ideas, suggestions, personal stories and experiences, etc., anyone might have... I am interested in coordinating such an effort if the interest exists among the membership (especially the search for daycare info!) and look forward to your responses.

Carol A. Pollio
Salem Maritme

ANPR Board of Directors

Officers:

President	Maureen Finnerty
Vice President, East	Laurie Coughlan
Vice President, West	Rob Arnberger
Secretary/Treasurer	Fred Szarka
Past President	Dick Martin

Support:

Executive Secretary	Debbie Trout
Marketing	Kurt Topham
Editor, <i>Ranger</i>	Bill Halainen
Legal Counsel	Jake Hoogland

Everglades
Eisenhower/Gettysburg
Saguaro
Minute Man
Wrangell - St. Elias

Great Smokies
Herbert Hoover
Washington Office
Denver Service Center

Regional Representatives:

North Atlantic
Mid-Atlantic
National Capital
Southeast
Midwest
Rocky Mountain
Southwest
West
Pacific Northwest
Alaska

Bill Gibson	Saratoga
Mary Kimmitt	Independence
Rick Erisman	C & O Canal
Jan Hill	Everglades
Tom Cherry	Cuyahoga
Paul Broyles	Wind Cave
Cliff Chetwin	Carlsbad
Bill Blake	Yosemite
Bundy Phillips	Mt. Rainier
Bryan Swift	Denali

RANGER

The Journal of the Association of National Park Rangers

Vol. II, No. 3 Summer, 1986

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.

Typesetting and paste-up by Felicia Hart. Printed by Atlantic Printing, 2720 Dorr Avenue, Fairfax, VA 22031.

Table of Contents

Letters	2
President's Message	3
Washington Report	4
In Print	5
Features:	
Multi-Specialist Rangers	6
Interpreting War & Peace	10
Interpretive Authorities	12
Search for Excellence	14
Hoofnagle	13
All in the Family	14
Association Notes	15
Regional Reps Report	20

Cover photo: *Blue Ridge Parkway ranger Calvin Robinson posts a wildflower display area in the park. Resource management, interpretation and enforcement of regulations are all part of his daily duties.*

President's Message

Progress has been made on a number of fronts since my last report. The relocation assistance contract was awarded on May first and the Department is now working on guidelines for the bureaus. These are due out on June 15th, the target date for implementation of this service. There are four major components of this program: 1) the purchase of an individual's home, in which the fair market value will be established by two independent, licensed appraisers and a third appraisal will be conducted if the appraisals vary by 7% or more; 2) help in locating a new residence; 3) mortgage counseling; and 4) rental assistance. Further details will be out to the field shortly.

The Servicewide mobility policy should finally be announced in early July. The program will be a voluntary one, and will cover employees in grade GS-5 and above. The emphasis will be on relocating individuals who have been in positions five or more years.

Regarding issues of seasonal interest, the Service recently canvassed the field on the adequacy of applications for summer seasonal registers, the quality of their experience, and whether applicants should be allowed to apply to more than two parks. As you know, the Association has been promoting the position that the number of parks to which seasonals can apply should be increased. The results of that survey should be available for the next issue of *Ranger*.

The word is beginning to get out on the availability of health and life insurance for seasonals and other employees not otherwise eligible for Federal coverage. As of the end of April, nearly 400 responses to the ANPR mailing had been received by Link Allen and Associates, Inc.

The Director responded to field and Association concerns on pay comparability by establishing an NPS task force to look into this issue. The group met in Washington in April and the Director joined them and shared his concerns.

Several issues are being looked into and position papers will be prepared. The Director told the group that it is presently too difficult to get into the National Park Service, as there is no clear entry process established. A paper is being prepared which will investigate the possibility of having OPM designate the Service's Washington office as the recruiting center for 025 positions. This would give NPS its own examining and hiring authority.

There was much discussion on the deficiencies in the new 025 standards, and a position paper detailing them is also in pre-

paration. The long-term solution may be to return to OPM and ask that the standards be rewritten; however, in the short-run, the task force recommended that several items be researched: 1) more guidance is needed on SAR and EMT; 2) certain aspects of the 083 (police) and 1811 (criminal investigator) series need to be cross-referenced for law enforcement; 3) the NPS interpretive guidelines give higher grade credit than the new standards (GS-7 is GS-5) for similar work. Since both the standards and the guidelines were approved by OPM and are in conflict, the Service will seek OPM's approval to use the guidelines.

A major objective of the task force is to prepare the educational packet for managers to assist them in their management of positions. There are many tools available, but most supervisors are unaware of them. This workbook will be sent to all regions and parks along with a personnel management letter from Washington. It will list other series to be cross-referenced for credit to help upgrade positions where the opportunity exists.

The task force expects to have its work completed and a report to the Director by the end of July. An update on this project will be included in the next issue of *Ranger*.

Washington Report

Fees Legislation

As many of you know, legislation which would add or increase entrance fees in 198 units of the system was introduced into Congress in mid-March. The bill, known as S.2204, would, among other things, establish a hierarchy of fees — \$3, \$5, and \$10 per vehicle or \$1.50, \$2.50 or \$5 per person — for entrance into parks, authorize a one-time \$10 charge for the Golden Age Passport, and raise the Golden Eagle Passport from \$10 to \$40. Such a fee structure would raise about \$74 million in fee receipts and the legislation calls for an 80 percent return of total revenues — about \$59 million — into the Service's operational accounts.

Just prior to its introduction, the Senate and House both held hearings on the Service's fiscal 1987 appropriations, and the bill, then in draft, fell under close scrutiny. Several Congressmen were concerned that the funds brought in by the increased fee revenues would eventually be employed to offset future budget cuts rather than augment operations appropriations. Others felt that the jump to \$10 entrance fees for some parks was too sudden and that gradual increases would be appropriate.

During April, the Department asked that a new schedule of proposed fees be developed which might be more acceptable to Congress. An alternative was developed which would drop entrance fees to \$2, \$3, and \$5, lower the Golden Eagle pass from \$40 to \$25, and raise the Golden Age from a one-time \$10 administrative fee to a one-time \$25 administrative fee. The suggested revision also called for a 100 percent return of revenues to the Service; although entrance fees would be lowered, the increase in percentage of return would mean that about the same amount would be returned to NPS operations.

Hearings on S.2204 were scheduled for June 12th. Although the outcome of these hearings was uncertain, it seemed likely that the Service would at least have a clear indication of Congressional directions concerning fees once they were over.

Guidelines

There are several new guidelines in the works that are in varying stages of development. As of press time (early June), here's how they stood:

- NPS-57: Health and Fitness - John Chew has been working on revisions to the draft standards, and has passed them on to Ranger Activities for review.
- NPS-53: Special Park Uses - The guideline is receiving minor last minute revisions. A training session on it was held at Albright in May, and the guidelines will probably be out by fall.

It's difficult to be precise about the timing of its release because it's not yet known how long it will take to get it printed.

- NPS-58: Structural Firefighting - The draft standards are complete and are presently in the regional offices for review.
- NPS-4: Diving Management - The draft was completed in mid-May and circulated to interested parties for comments and revisions. J.T. Reynolds will then collect these and prepare a final draft.
- NPS-56: Search and Rescue - The guideline is currently on indefinite hold due to time demands on its principal authors.

Grade Comparability

The Director has established a task force to review the comparability of grades and duties between park rangers and relatively similar positions in other agencies, and to look at other issues such as classification consistency and flexibility among the regions, ways in which the park ranger occupation can be further professionalized, and means for clarifying the Office of Personnel Management's certification process.

Although the task force is in the very early stages of its work, it appears that some of its recommendations will include:

- development of a classification reference handbook for supervisors and employees which will provide general principals to assure consistency in the interpretation and implementation of classification standards, a listing of standards which can be cross-referenced when an employee's duties do not completely fall under 025, a discussion of flexibility in employing the standards contingent on work to be done and skills needed, and redesign of traditional 025 career patterns to incorporate crossovers to and from 025;
- a sample survey of ranger positions which may include minimal investigation duties similar to those performed by employees in other agencies;
- a review of the new 025 standards to determine whether any of its provisions are inadequate for classifying certain levels of assignments;
- an evaluation of the possibility of using the program management (340) series to classify superintendent positions in order to allow more flexibility in hiring people for superintendencies; and
- provision of information on OPM certification processes to the regions for dissemination to interested temporary, seasonal and external applicants.

Ranger will keep you posted on developments as the task force progresses in its examination of comparability.

Legislative Actions

On April 30th, the House of Representatives passed the Nevada Wilderness Preservation Act which includes an authorization for Great Basin National Park. The park would be created from lands currently administered as part of the Humboldt National Forest, and would contain 129,000 acres. The House legislation also includes a 45,000-acre national preserve south of the park. The Senate followed in mid-May with legislation which would authorize the creation of a 45,000-acre park in the same area as the House proposal.

Legislation to establish a permanent boundary at Acadia National Park and to provide the park with acquisition authority has passed both the Senate and the House. While there are only a few differences between the Senate and House versions, they have become somewhat controversial and it is unclear how they will be resolved.

Bills to expand Big Cypress National Preserve has been introduced in both the Senate and House, and would add 128,000 acres to the preserve. This area is very important both hydrologically and as endangered species habitat. A hearing has been held in the House but none has been scheduled in the Senate.

As of late May, no mark-up had occurred on the FY 1987 Park Service budget. Early indications were that Congress would provide just about as much as it did last year prior to the Gramm-Rudman cuts. Exceptions to this, however, would be in the area of construction and road development, where substantially less might be provided. Authorization for funding to the National Park System from the Highway Trust Fund has expired, and Congress is currently considering legislation which would recognize this funding.

Bills to curb acid rain have been introduced in both the House and the Senate. Among other actions, the new Senate bill, S.2203, requires reductions in sulfur dioxide, oxides of nitrogen (NO_x) ozone (which requires reducing both NO_x and organic chemicals that combine to form ozone), hydrocarbons and carbon monoxide. H.R. 4567 requires several actions, including reduction of sulphur dioxide emissions by 11 million tons and oxides of nitrogen by 4 million tons. This would lead to the elimination of the major acid-causing pollutants from both power plants and automobiles. Hearings have so far been held only on the House bill.

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

In Print Books

Timberline, Mountain and Arctic Forest Frontiers, Stephen F. Arno and Ramona P. Hammerly. 1984. 304 pages with 111 b/w art works. \$7.??, paperbound. The Mountaineers, 306 2nd Avenue, West, Seattle, WA 98119.

Steve Arno is a research forester at the U.S. Forest Service's Intermountain Fire Sciences Laboratory in Missoula, Montana. His major works have been descriptions of habitat types, successional stages, and fire history studies. This book has been a labor of love and a fulfillment of a desire to share with others his extensive knowledge on the subject that began years ago while working on his masters thesis. Ms. Hammerly is an illustrator with an interest in mountain scenery and natural phenomena.

Their book is divided into two parts. The first part is a description of timberline conditions and responses of plants to those conditions. Both upper and lower timberlines are discussed. However, because interest and research has concentrated on upper and cold timberlines, the discussion centers on that type. The second part is a general description of forest zones of the mountainous regions of North America.

The book is well written and fairly easy to read. The author has taken a lot of scientific work and put it together into a format which is understandable to a mountain enthusiast who is not necessarily trained in plant ecology. There is no glossary of scientific terms at the end of the book, but each term that may be unfamiliar is defined the first time it is used. As the authors point out, the index can be used to relocate the definition for those times that memory fails.

Because of the complexity of the subject matter and the state of knowledge in that field, a lot of conjecture and scientific folk wisdom, both on the part of the author and the scientists he quotes, is also included. Unfortunately, it is not always distinguished from experimental results. The conjecture, however, is from those who are intimately familiar with timberlines, and represents good scientific opinion rather than the guesses of an amateur mountain buff. Just don't take everything stated in the book as scientifically proven fact.

The majority of the second part is a good armchair tour of the forest zones of the North American mountain ranges, with a chapter on the arctic tundra/boreal forest ecotone and a final chapter on timberlines throughout the rest of the world. The various forest zones and their tree species are discussed along with their elevation relationships. A paragraph is included giving locations of access to these zones as well as places to see timberline in each of the regions.

There are a few errors of fact, such as the statement that there is no spruce or fir in the Black Hills. There could well be others in regions with which I am not familiar. This should not detract from the value of this book, however, as the errors are few and are balanced by the wide variety of scientific investigations and the authors' personal experiences which have been collected and condensed into this very portable and readable format.

There are no photographs in the book, but the ample number of black and white drawings are well done and probably give a better feeling for the ideas illustrated than photographs would.

The next time I go on an extended auto tour of the west, I plan to take this book with me and profit from its contents.

Don G. Despain
Yellowstone

Park Ranger: Equipment, Training and Work of the National Park Rangers, C.B. Colby. 1955, 1971. 48 pages. Coward, McCann and Geohegan, Inc.

This little gem of a book, which was passed along by Stephanie DuBois of Sandy Hook, is an account written for teens which is probably no longer available except in the odd library or two, but is worth commenting on for the portrayal it makes of rangers 30 years ago.

Considering its introductory comments and the age of many mid-level managers, this book may have in fact propelled more than one starry-eyed youth into a Park Service career.

"The quiet, keen-eyed Rangers in the traditional olive green uniforms and flatbrimmed Stetson hats" are responsible for all 28,000 acres of park lands and everything within them, the author says, and observes that "this tremendous assignment is carried out by men with dedicated

hearts and capable hands" whose "duties and accomplishments . . . would fill many volumes far larger than this . . ."

"The force of Rangers has had to be increased to keep up with the tremendous growth of our National Park System," he then adds, "thereby opening up exciting careers for thousands of young men who love the outdoors, history and working with people and wildlife. Perhaps after reading this book, you too will decide a Ranger's life and work are for you."

And well you might, for this book is filled with photos and short narrative descriptions of many of the best aspects of rangering — mounted patrol high in the mountains, cabin life in the back country, wildland fire fighting, interpreting Old Faithful and sequoia glades, and conducting cliff rescues.

Since the book is probably unavailable to most members, it seems worthwhile to reprint some of the better descriptive passages for the light they shed on America's perceptions of our profession in the 50's.

Rangers of the period were still generalists, and law enforcement and interpretation were listed as their foremost responsibilities. Colby describes a ranger as first being "the Law, then public educator, information bureau, rescuer, wildlife protector, fire fighter, repairman, researcher, and general jack-of-all-trades," who "is devoted to out-of-doors life and possesses great physical stamina and mental maturity."

"He has been trained to make the right decision at the right time and to carry out that decision with high intelligence and skill based upon an experienced understanding of the outdoors and the creatures who live there," says Colby. "His is an exacting job invariably handled well."

Continued on page 22



Park ranger and patrol vehicle at Mt. Rainier in the 1950's.

C.B. Colby

Multi-Specialist Rangers: A New Look at An Old Idea

Tony Bonanno
Blue Ridge Parkway

Over the course of the last decade or so, ranger duties have become so technical and specialized that there has been an almost inevitable fragmentation of the old-fashioned generalist, jack-of-all-trades ranger into a host of new rangers with professional responsibilities that often tend to limit them to single specialties, particularly the standard contemporary triad of interpretation, resource management, and visitor protection (which often is defined simply and inappropriately as "law enforcement" in today's Park Service).

This fragmentation has led to conflicts over the philosophy and future directions of the profession, confusion among rangers as to their professional identities, a diminishing of services offered to visitors, and some bitterness between rangers in different specialties. Those of us who've been in the Service a while remember the hostility that occasionally arose between interpretive and protection rangers in the 1970's; indeed, the echoes of those arguments about whether or not a ranger should be involved in relatively high profile law enforcement continue to this day. And the potential seems to exist for a similar break between rangers with resource management responsibilities and their peers in protection and interpretation.

While none of us challenge the need for specialization in today's Park Service, such divisions of responsibilities need not always be so rigid that they preclude rangers from participating in the full spectrum of traditional ranger activities. There are alternatives, and Blue Ridge Parkway is one park where there's been considerable success in reintegrating these ranger activities.

Background and Philosophy

During the winter of 1983-84, Superintendent Gary Everhardt and his staff at the Blue Ridge Parkway began to integrate the traditional "protection" and "interpretive" divisions into a single organizational unit known as Resources Management and Visitor Services (RM&VS).

Tony Bonanno is the assistant chief ranger responsible for managing the North Carolina unit of the Blue Ridge Parkway. He has been intimately involved for the last two years in the implementation of integrated operations on the Parkway. Over the course of his career, he has worked extensively in resource management, interpretation and visitor protection.

Although similar integrated organizational structures once were common in the Service and have existed for many years in some of the smaller parks throughout the system, the Parkway is one of the few large parks presently in the process of developing such a unified organization.

The organizational change was motivated by several factors. Of particular significance was the belief that ranger personnel within the two traditional divisions were functioning in what appeared to be autonomous spheres with very little overlap in meeting organizational objectives. Over the years, the image of the Blue Ridge Parkway ranger had shifted from that of a visitor and resource-oriented professional to that of two distinct and separate groups of uniformed employees — "law enforcement" and "interpretation". Some managers felt that each group was so immersed in its own specialties that it had become insensitive to the importance of the other's role and had lost sight of the park's overall management objectives. The generalist nature of the ranger profession was becoming less and less evident in the Parkway's uniformed employees. It should be pointed out that this was not the case at every operational site on the parkway, but was nevertheless a general observation that was becoming increasingly noticeable.

The re-organization was based on several premises. The first and most fundamental of these was that the ranger profession is multi-specialist in nature and requires talented and flexible personnel to meet ever-changing tasks associated with the complexity of natural and cultural resources, varying visitor loads and use patterns, and increasing administrative demands by the federal bureaucracy. More specifically, it was felt that a ranger should be a resource-oriented individual possessing a variety of protection and visitor service skills and abilities.

Park managers also shared the belief that it is possible for individuals to be competent in several fields and skill areas, provided there is adequate staffing to support the workload, and agreed that multi-specialist personnel would provide greater organizational flexibility.

They also recognized that an integrated RM&VS organization would require the support of staff specialists to a greater degree than a more traditional structure.

Implementation of the Multi-Specialist Organization

Blue Ridge Parkway's experience has largely been one of transition during the past two years. Circumstances dictated that change would come slowly. The majority of RM&VS personnel were inherited from the previously existing organization, and many of the Parkway's rangers had been in their positions for several years prior to the re-organization. Attitudes and professional

identities, therefore, were largely set. Mobility had also been generally minimal during the five years immediately preceding the re-organization.

The protection rangers on the Parkway primarily focused on law enforcement, with resources management, EMS, fire, SAR, and safety management secondary. This was due in part to the reality of the Parkway's needs. Interpretation had a fairly traditional emphasis, but was atypical in that there were few permanent employees for such a large resource and visitor load. Most area and site interpretive supervisors were long-term seasonal employees. In contrast, most personnel in the protection division were permanent employees, with a larger ratio of permanents to seasonals than found in most units of the system.

Consequently, the transition has not been an easy one. There were predictable difficulties in implementing an integrated organization in a large park with established employee roles. Resistance to the change was evident in both the field and headquarters staff. Critics were quick to theorize on the merits of specialization, the inability of the employee to do an adequate job in more than one functional area, and so forth. Protection personnel and interpreters from the traditional organization were equally vocal in their criticism, and both groups predicted declining quality in their programs and activities. But there were also expressions of support for the integrated organization, particularly among personnel who had diverse operational and educational backgrounds and who were secure in their ability to carry out a variety of tasks.

Although the names had changed, it was obvious that the roles had not, at least not at first. One of the most obvious problems was the length of time it would take to develop "multi-specialist" skills in rangers currently employed who had major deficiencies in primary skill areas. It was somewhat alarming to discover how many Parkway personnel had not attended basic training courses such as Ranger Skills (despite their repeated attempts to get nominated or selected.) The effectiveness of Ranger Skills can be attested to by the fact that, in this writer's opinion, it appeared that those personnel with such training seemed to take the transition to "multi-specialist" with less difficulty. As expected, those employees who had gained diverse skills through their seasonal work experience or in other parks also made the transition more easily.

Personnel who needed basic law enforcement training were sent to FLETC, and, in May, 1986, approximately 28 permanent Parkway rangers who were deficient in interpretive training completed Interpretive Skills I. The Parkway also had to expand its in-park training to help fill the training voids in resources management, protection

(firefighting, safety, EMS, SAR, etc.) and interpretation. This training process is continuing.

Vacant positions are being filled with an emphasis on candidates who possess a balance of protection, interpretation, and resource management skills. Such candidates should be well-suited to an integrated organization, and should minimize our future training needs.

Another problem which required some effort on the part of all the park staff, regardless of division, was the matter of semantics. Managers and supervisors, in particular, had to discipline themselves to stop referring to "interpreters" and "rangers", as *all* uniformed personnel on the Parkway are GS-025 "rangers". Labeling individuals by their traditional roles on-

ly aggravated the transition process.

Many field rangers expressed frustrations concerning their workload. This appeared to stem from a tendency for some managers to equate the possession of multiple skills with increased work load capacity. This misconception created significant difficulties in some cases. It appears that productivity does increase indirectly as a result of increased flexibility, efficiency, and greater program balance, but there is no direct relationship. Adequate staffing is just as critical to an effective integrated organization as it is to any other type of operation.

A seasonal staff had to be developed to fit into the integrated organization, and it has taken two seasons to see progress in this area. The goal has been to train and re-

train a cadre of seasonals who possess at least a minimum framework of skills in all functional areas, which means that seasonals who are law enforcement commissioned as well as being skilled in interpretive services and resource management activities are actively recruited. Some districts have already succeeded in accomplishing this goal, and Parkway supervisors in general are making satisfactory progress in obtaining qualified and effective seasonal employees.

The key to successful implementation, not surprisingly, has revolved around the attitudes and abilities of supervisory personnel — in particular the park's nine district rangers. On the Blue Ridge Parkway, the district ranger is the person primarily responsible for managing a balanced program of interpretation, protection, and resources management.

The importance of the supervisor as a role model cannot be overstated. Supervisors who have a diverse background as well as a commitment to the multi-specialist philosophy have, predictably, been the most effective. Other supervisors adopted the new organization's semantics, but continued to lapse into old habits. A good example of this was their tendency to schedule personnel to fixed roles, thereby diminishing the opportunities for their staffs to develop new skills or experience. Supervisors who were able to provide opportunities for personnel to develop skills were much more successful in implementing integrated functions.

The role of staff specialists was also critical to successful implementation of the integrated organization. The Parkway's resource management, interpretive, and protection specialists have proven essential in providing technical support to the field, particularly in the areas of interpretation and resources management.

Forcing the integrated concept proved counter-productive. Rangers needed time to adjust to new roles, and a supportive attitude was necessary. With developmental training and experience, personnel became more confident in their ability to perform more than one function well, and, as confidence increased, the resistant attitudes that were carried over from the old organization began to disappear.

Benefits of a Multi-Specialist Organization

In spite of the prophesies of failure and the difficulties experienced, the benefits of the integrated organizational structure have outweighed the problems.

It is difficult to appreciate the increased efficiency gained from integrating ranger functions unless you've actually experienced it. The flexibility of multi-specialist rangers becomes more evident with time.

A simple example which occurs everyday



Blue Ridge Parkway interpretive specialist Mary Ann Peckham discusses interpretive program plans with district supervisor Tim Pegram (above); rangers Danny Drye and Barry Sullivan discuss proposed trail with representatives from North Carolina State park and natural resource departments (below).
Top: Tony Bonano. Bottom: Harold Wood.



Continued on page 9

A Field Perspective on Integrated Ranger Operations

Most rangers today in the National Park Service have at some point experienced specialization in their occupation. While the public still tends to retain the traditional image of a ranger without discriminating between interpretation, visitor protection or resource management, the divisions are quite distinct in many parks. Efforts by the Blue Ridge Parkway to consolidate these functions have provided a welcome option for those of us who prefer not to specialize.

The 'generalist' concept allows for greater variety in daily work, and encourages the exercise of diverse training and talent. My own experience with the National Park Service has included separate positions in interpretation, resource management and visitor protection; since transferring to the Parkway, I have begun to appreciate the advantages as well as the difficulties of combined duties.

As one of three permanent rangers in the Balsam District, over half my time is spent on patrol of our seventy miles of Parkway and the adjacent trails, forest, picnic areas and campground. Lost or injured hikers, fires, and law enforcement problems are always a possibility, though dealing with violators is less common than stopping to assist motorists and providing information or informal interpretation. I find the balance of positive against negative encounters with people helpful in maintaining a professional attitude.

No one likes to receive a traffic ticket and some are very unpleasant about it; spending an entire day telling people what they cannot do is disheartening. Stress from such repetitive work patterns is reflected in our approach to violators and ordinary visitors alike, and can produce unnecessary conflicts. Interpreters faced with the same questions all the time can also find themselves becoming short with people, and the best solution is to do something else for a while.

Parkway rangers are encouraged to work on resource management projects, including those we may propose on our own if a need is recognized. Our district contains a number of endangered or threatened plant species and these are monitored along with unique plant communities and wildflower display areas. Working with these plants keeps one in practice with taxonomy, which is helpful on nature hikes and other occasions when a visitor wants to know the identity of a plant or where something is blooming. Time spent clearing and marking the boundary provides an opportunity to learn more about the local plants and wildlife, and can also reveal evidence of illegal activities. Other projects include regularly checked scent stations to monitor a possible cougar population, a study of

fraser fir regeneration in the wake of balsam woolly aphid infestation, and prescribed burns.

We also try to keep abreast of research by others in our area on such topics as acid precipitation, black bear management and eagle hacking. Resource management information is easily incorporated into interpretive programs and is a valuable tool in the enforcement of laws to protect those same resources. Working in the woods and reading scientific papers is a counterpoint to dealing with the public; time is also managed more efficiently by combining complementary skills and functions.



Ranger George Pace checks gypsy moth traps.
Tony Bonano

My own educational background is in resource management, and that would be my specialty if I chose one. The generalist position seems to allow a broader base of experience and wider options for career advancement, whether or not one later decides to specialize. I have enjoyed previous jobs in resource management and research, but missed the daily contact with different types of people. Interpreters get more immediate feedback for their efforts, and it tends to be positive. It's always encouraging to hear visitors say how beautiful or interesting the park is, or how much they enjoyed a program.

Some aspects of interpretation, however, require detailed knowledge of certain subjects. I was especially aware of this while working as a resource management/visitor protection ranger at a Civil War park. I knew the main events of the war and the layout of the battlefield, but when a visitor needed such information as who commanded an obscure unit and where it was at a given time, I had to refer them to our well-informed interpreters back at the

visitor center. This always made me feel guilty, but not enough to become a scholar of military history in my spare time. The Park Service certainly has a need for those who wish to acquire and share expertise in a particular discipline. Still, most of us are capable of mastering the fundamental techniques and base of knowledge necessary to do interpretation in the field.

No one should be pressured into becoming a law enforcement officer. The work is against the nature of some people, and reluctance or incompetence creates a hazard for all concerned. One obstacle to implementing a generalist program is that personnel selection and scheduling must cover the park's responsibility to protect the resources and visitors. Even in areas where law enforcement is not a philosophical priority, time constraints and shortages of trained personnel may dictate otherwise.

Motor vehicle accidents, traffic safety violations, car clouts and other criminal activities threatening visitors cannot be ignored, and may occur with such frequency that a ranger has no time to prepare interpretive programs or to work on resource management projects. Law enforcement incidents tend to be unpredictable and require immediate response. Adequate staffing is needed to insure against such predicaments as having to leave a school group in mid-tour to respond to an accident, or abandon a promising stake-out to open the visitor center. Rangers with any law enforcement duties still require the best training and equipment available, and must be mentally prepared for the worst developments in any situation.

Conversion to generalist rangers will not be feasible in all national park areas. Everyone concerned needs to be aware of the behind-the-scenes work: adequate visitor protection involves more than responding to incidents and accidents, quality interpretive programs require preparation time, and resource management projects must have research. In addition, many individuals will not find the concept suited to them. Still, it is a promising option worth approaching with an open mind.

Kristine Johnson
Blue Ridge Parkway



Ranger Harold Wood posts boundary along the Parkway.

Barry Sullivan.

on the parkway is that of trail patrols. Under the current organization, a ranger on the trail is more likely to become involved in multiple activities — protection, interpretation, safety, resource impact, etc. — than the ranger from the previous organization. It would not be cost effective to put a ranger on a trail for the exclusive purpose of interpretation. Multi-specialist rangers are much more able to deal with whatever activities they encounter than single-specialty rangers who'd have to seek assistance. The ranger returning from an evening interpretive program 30 miles from the duty station is, at the same time, conducting a patrol. A lot of patrol time is actually incurred incidental to other activities, and, in many cases, this time represents additional coverage.

It has been demonstrated on the Blue Ridge Parkway that the multi-specialist ranger is capable of participating in a variety of activities with quality results. Generally speaking, the quality and quantity of work has improved compared to the old organizational structure. The Parkway rangers are actually accomplishing more and doing a better job than they were before.

Another virtue of the integrated organization is that it appears to discourage "tunnel vision". There is a richer influx of new approaches and ideas evident in each functional area. This probably results from the fact that there are more people involved in each activity and that employees now have broader perspectives on field operations. Planning and problem-solving benefit from an integrated approach. Returning to the trail example again, a multi-specialist ranger involved in trail planning now has a much more comprehensive picture of what planning needs have to be addressed — safety, protection, interpretation, resource

impact, etc. — than would have been possible in the old organization. The multi-specialist's problem-solving abilities are expanded.

Greater attention and thought is also apparent in priority setting. As the employee becomes more familiar with the inter-relationship between the major functional areas, it becomes easier to establish and accept priorities.

There is an increased understanding of how each function inter-relates with and complements all others, which has resulted in a better balance in executing the parkway's RM&VS programs. Multi-specialist personnel have a better understanding of management objectives, display increased motivation in achieving those objectives, and appear to work more effectively as a team due to their involvement in a greater variety of tasks and functions. At some sites, the rangers appear to have developed a certain *esprit de corps* resulting from the fact that they are expanding their limits. They take pride in seeing how well they can perform a variety of tasks.

It seems probable that there are long range benefits to the employee, too. The multi-specialist ranger develops an expanded inventory of knowledges, skills, and abilities, which will quite likely enhance his or her career development and career options.

And the park itself has benefitted from an increased emphasis on resources management, apparently due to both management's initiative and the increased awareness and sensitivity to resource concerns which resulted from integrating functions. The multi-specialist ranger on the Blue Ridge Parkway has demonstrated greater effectiveness in recognizing and addressing resource management concerns.

Conclusions

At the beginning, parkway management wisely decided that only through experience could they evaluate the effectiveness of the multi-specialist approach, as the real test of new organization would be how well it met mission objectives. Although the program is still evolving and an ideal RM&VS organization has not yet been achieved, it is my feeling that the effectiveness of the Blue Ridge Parkway's multi-specialist organization in meeting Parkway management objectives already surpasses the two-division structure which preceded it.

The Parkway's experience suggests that an integrated ranger organization is certainly worth serious consideration in a large park, as long as managers and field rangers both realize that the dividends of such an organization do not come easily or quickly.

Tony feels that there are a number of issues related to the development of integrated operations which need to be examined and discussed. Why does there appear to be such a backlog of basic skills training when the agency has not grown appreciably in recent years? What recruitment criteria are appropriate for multi-specialist rangers? What is the multi-specialist ranger worth in terms of salary and benefits? During the mid-Sixties, ranger intakes were required to work in every division of a park during their intake assignments — should this practice be encouraged Service-wide, perhaps in modified form, for all employees? And are today's ranger's receiving the training and experience necessary to be tomorrow's manager of park resources?

Tony would be interested in any comments or inquiries concerning either these questions or the article. Write to him at P.O. Box 9098, Asheville, NC 28815.

Interpreting War, Peace, and History: Another Viewpoint

Phillip J. Gomez
Big Hole

Dr. Gary Machlis brought up an interesting topic when he wrote about "Interpreting War and Peace" in these pages last summer. A subsequent letter-to-the-editor from Tom Vaughan applauded and elaborated on the ideas suggested by Dr. Machlis. As a park service interpreter who has worked in a few of the westward expansion theme parks which were referred to in the original article, I would like to respond to what I view as the distinctly modern biases of both pieces of writing.

Let me begin by examining one of the key points of the Machlis essay. "What are interpreters doing in historic interpretation of war and peace?" he wonders, then answers his own question with a Joseph Meeker quotation which makes the familiar charge that "many of the parks specifically glorify the white conquest over Indians or commemorate the white appropriation of Indians lands..."

Machlis goes on to suggest that Park Service sites such as Forts Laramie and Bowie have not made an interpretive effort toward revealing the Indian (or native American, if preferred) side of the story. Because these cultural areas served as nerve centers of white military operations against the Indian tribes concerned, their implicit sin is apparently their designation as units of the National Park System in the first place. Yesterday's "Manifest Destiny" has become today's "Manifest Shame." An inherent whiteman's bias of course exists in the areas representing this theme, because the story of these sites is interpreted from their preserved cultural remnants, which in turn reflect the point of view of the white warriors who built them. On the other hand, what cultural resources of native American origin are extant in these areas? Very few, if any, and no historic structures that I know of.

This is not to say that successful interpretive efforts on behalf of the Indians concerned cannot be made, as certainly they have been. Fort Bowie interprets a replica Apache camp and its desert environment. Through living history por-

Phillip Gomez is a ranger at Big Hole National Battlefield. He has spent most of his Park Service career at Indian war sites in the west.

His article is a reply to Dr. Gary Machlis' "Interpreting War and Peace" in the summer, 1985, *Ranger* (pg. 6) and Tom Vaughan's letter in support of that article in the fall, 1985, *Ranger* (p. 2).

trays, Fort Laramie interprets the fur trade and its Indian-white trader relationships. Big Hole National Battlefield contains carefully placed lodgepole tipi frames, which accurately delineate the Nez Perce encampment before the battle there.

But the park also contains an 1883 granite monument erected by the War Department which is dedicated "To the officers and soldiers of the army and citizens of Montana who fell at Big Hole... in battle against the red foe." Does this cultural resource imply a jingoistic, cavalier attitude on the part of the park in its interpretation of the site? I would certainly agree that some visitors may think so, but none who give thoughtful consideration to the problem of interpreting our past as it has been handed down to us.

And that is precisely the problem. There are those who do not want our closet skeletons revealed without first sanitizing them. There is a tendency in this age to view history as a time traveller might, transposing twentieth-century value judgments upon the past. This tendency is especially notable with westward expansion themes, out of vogue now, because Custer "died for our sins."

The winning of the West aside, even the Civil War is criticized by Mr. Vaughan, who questions the interpretation given the Dunkard Church site at Antietam National Battlefield. Justice is not done, he says, to the "deep religious beliefs in opposition to the warfare that enveloped" the Dunkards during that battle. Which is more significant as an interpretive theme here, however, the part the church played in the historic Antietam battle action or its 1962 reconstruction?

The Focus on Events and Techniques

It should come as no surprise that historical events and the techniques associated with them should be the prime focus of interpretation in NPS areas dealing with war/peace themes. Historic events occur in geographic locations, commemorable by monuments, cemeteries, roadside markers and governmental designations as historic sites, landmarks, battlefields and so forth.

The event of war, or a particular battle, lends itself to the answering of questions most asked by human curiosity. The techniques of war — the physical remnants of the past, the reproductions, the conditions of daily human life — support the telling of the event in the common, vivid terms that have always been a hallmark of Park Service communication with the visiting public. If the causes and the impacts of an event are usually omitted from park stories, who can fault the interpretation, which must necessarily be concise? Can we really interpret the causes of the Civil War and its subsequent impact during Reconstruction as we present a fifteen-

minute program on a particular battle?

I've just returned from visiting several Civil War parks, and was impressed with the way each battlefield park incorporated its story into the larger issue of the Civil War in its interpretive programs. Yet the limits were properly drawn around the period 1861-65, when hostilities actually took place. To be more inclusive would be to diminish the focus on the battle being interpreted. What we need to ask is whether people come to a battlefield to get a history lesson, or to learn something about a particular battle and tie into what they already know about a war.

This is not to say that interpretive programs shouldn't deal with the causes or impacts or a war. Surely they should, particularly at a place like Big Hole, where the human suffering and toil that resulted were colored by the injustices which caused the war and the patience of the Indians which forestalled it for so long. Impacts of a battle are also important. In the case of Big Hole, it's important to know about the years the Nez Perce spent as prisoners of war in Indian Territory (Oklahoma), their eventual return to a different reservation in the west, and the division of the Nez Perce people, which continues to this day. These are important interpretive considerations and are relevant to park themes and goals.

But where you have numerous sites dealing with the central issue of the Civil War, or the War of Independence, or even the Indian Wars as a whole, then the issue of the particular war becomes peripheral to the particular battle — that isolated incident of a life-or-death commitment so full of compelling drama. Of course, the battle must be related to the other battles in the war and to other events going on in the nation and in the world if they have relevance to the story being told. But somewhere the actual story of the event must be told, else the preserved resource becomes mere token to the larger concept of history being presented. If, as charged, the events and techniques of war constitute the main interpretive themes at Park Service sites dealing with war, it is only right and fitting that they should be.

Moral Equivalent of Peace

Interpretation of the techniques of war naturally leads to moralizing about the dehumanization of "death-dealing." Admittedly, a focus on techniques, such as cannon firings, is often a focus as Mr. Vaughan points out, "on technical achievement, expressed in abstract terms of increased rate of fire, range, (and) projectile mass..." which only relate to "an applied enemy... a faceless, hated, feared 'other.'"

Such demonstrations surely run the risk of being sterile if not put in their historic context. But it is sheer nonsense to say that

the re-creation of an historic moment or epoch has an unintended impact on visitors because it may be perceived that the Service is glorifying warfare, or perpetuating the dehumanization of a historical enemy. Do some visitors really go away from Petersburg, for instance, thinking that war is fun? No more, I venture, than those who read into it that we are glorifying war for the unthinking masses.

Values of War

War and its battles hold our attention. If park programs are effective in making war intriguing, what's wrong with that? We are talking about historic wars, remember, not present or future ones. Nor do we advocate even implicitly any value in warfare. We do advocate history, however, and in doing so we parade all the pageantry, color, heroism, and glory that have been by-products of warfare throughout history.

Although war is, in Clausewitzian terms, the infliction of human suffering through violence, it is also a generally human behavior. As John Keegan has written in his wonderful book, *The Face of Battle*, warfare represents

the behavior of men struggling to reconcile their instinct for self-preservation, their sense of honour and the achievement of some aim over which other men are ready to kill them. The study of battle is therefore always a study of fear and usually of courage, always of leadership, usually of obedience; always of compulsion, sometimes of insubordination; always of anxiety and doubt, misinformation and misapprehension, usually also of faith and sometimes of vision; always of violence, sometimes also of cruelty, self-sacrifice, compassion; above all, it is always a study of solidarity and usually also of disintegration — for it is towards the disintegration of human groups that battle is directed.

"Gentlemen May Cry Peace..."

Is peacetime's role in wartime theme parks only to be found at places like Apomattox Court House, where it has a front-row seat? Peace is like good news; it is seldom found in newspapers because it really has little to say, except as foreword to war. Otherwise it is taken for granted. As Thomas Hardy once wrote, "War makes rattling good history; but Peace is poor reading."

Treaties are the primary historical topic for dealing with peace issues. The Great Fort Laramie Treaty of 1851 ushered in a brief period of peace on the northern Plains, but is memorable more as a temporary government contrivance to provide protection to Platte River emigrants on

their way to Oregon. Warfare soon returned as the inexorable clash of cultures continued... The Fort Laramie Treaty of 1868 is significant for its failure as the embodiment of the "Quaker Peace Policy" of the Grant Administration, and as prelude to Little Bighorn.



Interpretive ranger in period costume at Custer Battlefield. Mary Minton

At Fort Bowie, in the Southwest, peace between red men and white is a more persistent, if somewhat mythic, theme. It is given its due interpretation for the period prior to the Civil War in Arizona. With the coming of that calamity and the army's evacuation of the territory in 1861, however, there began an ugly spate of frontier violence known as The Cochise War, which lasted for more than a decade. Peace returned in 1872 when a heroic frontiersman saw like attributes of heroism and nobility in Cochise, and a legend was born out of their "blood brotherhood." But the historic peace that they achieved lasted by a short while, until The Geronimo War terrorized Arizona back to the more typical status quo of its territorial period.

The Nez Perce Indians of north-central Idaho were divided and seemingly con-

quered by white Americans in an unabated land grab, naked in comparison to other examples of white greed. By 1877, these peaceful Indians had purchased peace at the price of cultural disintegration, humiliation, and factional conflict of their own. The Battle of Big Hole in neighboring Montana was but an instance in a four-month war that had finally erupted after decades of patience with peaceful solutions. Idaho's Nez Perce National Historical Park is today a living legacy of a people's peaceful solutions to their problems. Only in a special class of park such as this, or perhaps at San Antonio Missions, can peace and cooperation be not only interpreted with real significance, but actually felt as a pervading theme. Peace has a definite place, of course, at those parks where it represents an outstanding interpretive theme, such as at Chamizal and Perry's Victory and the International Peace Park.

I have described instances I am familiar with to emphasize the futility of dealing with a peace issue with an emphasis unwarranted by its significance as an interpretive theme. War parks are primarily concerned with war, peace memorials with peace. Some historical parks are living proof of their surviving cultures, and perhaps can relate peace issues to their respective stories... In other parks peace plays a dutiful role.

Politics of War

Warfare often is romanticized because it is a romantic endeavor. The very idea of going to war is done with the idea of winning, not losing. To look at war in the objective, scientific way professed by Machlis and Vaughan misses the historicity of individual battles, which are the real foci of many military sites. It is the cultural equivalent of losing the trees for the forest. To suggest that interpretation can be used to affect public opinion regarding the military and warfare is a moot point. What business is it of ours to engage in that political arena?

Peace is not an interpretive concern for most of these sites, and to attempt to make it one loses sight of what armies are for. The defense of peace is not unlike the protest once made by the Vatican to Stalin, who rhetorically asked his ministers, "How many divisions has the pope?"

Battle or campaign history is as old as Herodotus, and as current as today's news reportage of the American attack on Libya. As I write this, there is a report on the reaction to the bombings of that nation on the television.

The news story focuses on a Georgia school near Stone Mountain Memorial State Park, a Civil War park which honors Stonewell Jackson, Robert E. Lee, and

Continued on page 22

Legislative Authorities for Interpretation

Jake Hoogland
Denver Service Center

When discussions are held about budget cuts and just which services are and are not necessary in National Park Service areas — a not uncommon event these days — someone almost inevitably offers a familiar opinion: “Well, interpretation is an optional activity. . .” That sentiment has been expressed so often it’s almost become cliché, and interpreters have even been known, in momentary fits of self-deprecation, to offer their profession up as an activity that really isn’t necessary.

An examination of past legislation, however, reveals that this is an erroneous perception, and that there is considerable legal justification for offering interpretation in the parks.

Part of the difficulty facing both administrators and interpreters is a shared feeling that interpretation is not on an equal legislative footing with other activities, such as maintenance or law enforcement. Many maintenance operations are supported by specific legal requirements, such as those for safe drinking water, adequate sewage treatment and other amenities relating to public health. Law enforcement activities have been thoroughly covered by the General Authorities Act, which resulted from a need to clarify the authorities of Park Service employees to enforce Federal laws other than park rules and regulations. Prior to its passage, employees were utilizing authorities that had been enacted before the establishment of the Service as an agency, and applied in general to public lands rather than specifically to National Park Service areas.

Interpreters and others interested in interpretation have sometimes suggested, therefore, that a general authorities act for interpretation is needed which would put it on a par with law enforcement. While this may be desirable to some, there are both general and specific statutory authorities on the books which already authorize (and sometimes even mandate) interpretive activities. Often these statutes do not contain the words “interpretation”, “guided walks”, “self-guided trails” or other phrases and terms common to the profession today, but they quite commonly refer

Jake Hoogland is a historian in the Denver Service Center and legal counsel for the Association. Prior to his current position, he worked for several years as an interpreter at Mesa Verde.

to educational activities which are to be carried out in conjunction with the administration of the parks.

One of the general statutes authorizing such activities is 16 U.S. Code 17j-2(e), which states that appropriations for the National Park Service are authorized for “educational lectures in or in the vicinity of and with respect to the national parks, national monuments, and other reservations under the jurisdiction of the National Park Service; and services of field employes in cooperation with such nonprofit scientific and historical societies engaged in educational work in the various parks and monuments as the secretary of the interior may designate.” Note that this authority applies to all types of areas administered by the Service, and could be read to authorize the type of “interpretation” currently conducted in most of them.

A section of the Historic Sites Act of 1935 - 16 U.S. Code 462(j) — specifically refers to the development of educational programs and services “for the purpose of making available to the public facts and information pertaining to American historic and archeological sites, buildings, and properties of national significance.” Again, the term “education” is used instead of “interpretation”, but the background of the act clearly indicates that interpretation was the educational activity that the authors had in mind.

President Franklin D. Roosevelt indicated that interpretation was indeed one of the aims of the Act in a letter written to the chairmen of the House and Senate committees who were reviewing the proposed bill.

“The preservation of historic sites for the public benefit, together with their proper interpretation, tends to enhance the respect and love of the citizen for the institutions of his country,” Roosevelt said, “as well as strengthen his resolution to defend unselfishly the hallowed traditions and high ideals of America.”

Most of the laws establishing park areas are as unique as the resources contained within them. As a rule, there’s no standard form or “cookie cutter” approach to drawing up park enabling legislation, and this is also true of references to the specific duties related to interpretation.

Big Bend, for instance, was “established, dedicated and set apart as a public park for the benefit and enjoyment of the people” (16 U.S.C. 156). Voyageurs was preserved “for the inspiration and enjoyment of present and future generations” (16 U.S.C. 160), Crater Lake “for the benefit, education, and inspiration of the people of the United States” (16 U.S.C. 121), Chaco Culture to “provide for the preservation and interpretation of these resources” (16 U.S.C. 410ii[b]), and Canyonlands “For the inspiration, benefit and use of the public” (16 U.S.C. 271).

Interpretation is directly addressed more frequently in the legislation establishing historic areas in recent years than in any other enabling legislation. This may be a result of the realization, as expressed by President Roosevelt, that such areas serve to inspire and educate citizens about various aspects of our shared history. Legislation for natural areas on the other hand, generally refers to enjoyment, inspiration and some vague “benefit.” This probably stems from the “gee whizz” aspects of natural areas, which tend to be focused on one or more extraordinary natural features. While all interpretive activities in the National Park Service are not necessarily educational, inspirational, beneficial or enjoyable, only a crabbed reading of most park enabling legislation would deny that the majority of them authorize some form of interpretation.

There are also solid legal reasons for interpretation, that, although not expressly authorized, have been validated by years of court decisions concerning tort claims submitted by visitors injured in the course of their visits to the park.

Simply put, effective interpretation helps to provide warning to visitors about park regulations, and helps make them aware of potential dangers to which they are not commonly exposed. Urban populations may not have a sense of the ever-present natural dangers facing them from animals, geologic features, and other aspects of the park environment. When the information provided about such risks goes beyond the mere dispensing of facts, interpreters can often make visitors comprehend and genuinely appreciate potential dangers.

Ample authority exists for the conduct of interpretation in NPS areas, both in specific park legislation and in general authorization, and it is incorrect to presume that it is a dispensable service simply because no immediate harm to park operations is apparent when it is red-lined from the budget. The authorities for interpretation are legislatively sound and just as solid as those for other park activities such as visitor protection or resource management. The key to determining the role of interpretation or any other activity within any area is in evaluating its relationship to the mission of the park and the system as a whole, and any such analysis must conclude that interpretation is legally authorized, educationally indispensable, and a vital part of every park’s reason for being.

Our Search for Excellence

George Price
Lowell

I was depressed.

I'd just seen the film "In Search of Excellence", an upbeat film version of the best-selling book of the same title (by Thomas J. Peters and Robert H. Waterman, Jr., Harper & Row, 1982) which profiled a number of America's "most excellent" companies. Although we in the Park Service have all heard how "our employees are our most important asset" and "our customers are the most valuable people in the world", we don't seem to have been as successful as these billion-dollar corporations have been in translating these aphorisms into daily operations.

The movie shows how positive employee reinforcement fosters a creative environment which allows individual fulfillment, and demonstrates ways in which customer input is solicited and incorporated to improve service to the public. It also shows some of the training programs conducted at these "excellent" companies — particularly at Disney — which establish employee enthusiasm, dedication to the organization and outstanding service to the customer.

Several friends in the Park Service saw the same program, so we compared notes. Interestingly enough, we all had the same reaction — depression. One of them summed up our collective feelings when she said: "I'd like to work for an outfit like that, one of those excellent companies."

Seeing the film led to a natural desire to read the book, which proved even more interesting in its sketches of the various routes that these companies had taken to achieve their prominence. The common thread and key factor was that each of the companies saw itself as a *service* company, rather than an organization motivated strictly by products or profits. Each had a simple but profound operating theory: the better the service, the better the product, and the better the product, the more consistent the profit.

There it was. The excellent companies, which we all looked on with envy, see themselves as a service, yet the National Park Service, a bonafied service for the protection and use of our cultural and natural heritage, seemed pale in comparison.

Now I was really depressed.

During this same period, Bill Mott became Director. With him came the Twelve

George Price is an interpreter at Lowell and is a long-standing member of the regional interpretive training team.

Point Plan, which had been developed with a number of top managers. We'd all seen "plans" and "thrusts" before, but this time there was a real follow-up response to the initial plan, which, taken as a whole, focuses on service and employee support. The follow-up activity included a conference in Santa Monica last September with the regional chiefs of interpretation and a number of field interpreters. The agenda was the Twelve Point Plan and other issues from the field, and the immediate product was a document distributed to the field which outlined the conference input for consideration and implementation of the Twelve Point Plan, as well as other immediate concerns.

I became encouraged.

In addition to the Twelve Points and the Santa Monica conference, we in North Atlantic Region had the findings of our recent interpretive task force to examine and work with. The report issued by the task force was an attempt to assess aspects of the region's interpretive program five years after it was evaluated by Dr. Paul Risk. As a result, the region is attempting to put together zone meetings of superintendents, interpreters, concessioners and cooperating associations where we will try to hash out our assessment of the state of interpretation in the region and set a course for the future. If possible, we will try to incorporate the broad view of service to the customer that is described in *Search for Excellence*.

Peters and Waterman have extracted eight principles from their study, some or all of which we hope to incorporate into our regional Twelve Point program. The top four are:

- a bias for action and for doing something — anything — rather than spinning wheels with extensive reports, redundant planning, and endless review sessions;
- a commitment to staying close to the customer (visitor);
- a philosophy of productivity through people; and
- an insistence that executives (managers) keep in touch with essential business.

Everyone is aware of the importance of these basic ideas, but the "excellent" companies actually use them. A very interesting follow-up to the first book, which enforces and expands these concepts, is *A Passion for Excellence*, written by Tom Peters and Nancy Austin (Random House, 1985). In this book, the authors examine in greater depth the emotionalism, personal commitment and "passion" displayed by many of the leaders of these successful companies — and some public sector agencies.

Continued on page 19

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.

Adams, Brian — from park ranger, C&O Canal, to same, Jewel Cave.

Brown, Mike — from district ranger, C&O Canal, to assistant superintendent, Rock Creek.

Cummins, Ed — from seasonal park ranger, Grand Canyon, to park ranger, Jefferson National Expansion.

Cummins, Gary — from departmental trainee, Interior Department, to superintendent, Cabrillo.

Dendel, Philip — from seasonal park ranger, Lassen, to park ranger, Glen Canyon.

Dunn, Pat — from seasonal lead park ranger, Saint-Gaudens, to park ranger, Cape Code Canal, U.S. Army Corps of Engineers.

Edmonston, Bruce — from seasonal park ranger, Grand Canyon, to park ranger, Cedar Grove, Sequoia/Kings Canyon.

Fisher, Lisa A. — from seasonal park ranger, Natural Bridges, to park ranger, Bryce Canyon.

Hart, Pete — from chief ranger, Cape Cod to same, Great Smokies.

Hummel, Jim — from park ranger, Gulf Islands, to supervisory park ranger, Bryce Canyon.

Johnson, Larry — from supervisory park ranger, Herbert Hoover, to district ranger, Apostle Islands.

Linderer, Steve — from supervisory park ranger, Fredericksburg/Spotsylvania, to site manager, Friendship Hill.

Mince, Walter — from park ranger, Glen Canyon, to resignation.

Moynihan, Garrett — from park ranger (interpretation), Independence, to park ranger (resource management), Big Bend.

Piontek, Robert — from park ranger, Colonial, to ranger, Mississippi River Project, U.S. Army Corps of Engineers.

Pollock, Gary — from mail clerk, Yellowstone, to park ranger, Shenandoah.

Roberts, Dave — from park ranger, Montezuma Castle, to chief, I & RM, Fort Union.

Schaack, James — from associate regional director, operations, Midwest Region, to retirement.

Continued on page 19

Association Notes

Rendezvous X: Return to Jackson Hole

The tenth annual Ranger Rendezvous will be held from October 18th to the 24th at the Americana Snow King Resort in Jackson, Wyoming, site of the very first such gathering in 1977.

The Association will have the resort for the entire Rendezvous. The 200-room Snow King, which is located just eight blocks east of downtown Jackson, has full facilities, including large and small meeting rooms, restaurants, saloon and year-round outdoor hottub. As *Ranger* went to press, well over half the hotel was already booked, and the remaining rooms may go fast as over 500 people are expected to attend this year's gathering. If you've been putting it off, now is the time to make your reservations — the Snow King's telephone number is (307) 733-5200, and complete information on reserving rooms can be found on the inside back cover of this issue.

The following is a summary of other information you may find useful in planning your trip to Jackson.

Rooms

The Americana is holding all 200 rooms for us until September 16th; after this date, reservations will be accepted on a first-come, first-served basis, contingent on availability. All rooms are deluxe with two double beds, and are \$35 per night, single or double occupancy, with a \$10 charge for each additional adult and a \$10 charge for each rollaway bed. There is no charge for children age 18 and under. These rates are effective five days before and after the Rendezvous; if you're interested in an extended stay, be sure to request this special rate.

Arrangements have been made with the Virginian Lodge to accommodate Rendezvous participants after all rooms have been reserved at the Americana. Rooms will be available at the same rate. Although the Virginian is located four miles west of the Americana (and a mile and a half from Jackson town square), a complimentary shuttle service will be provided between the two hotels. If the Americana is full at the time you make your reservation, the hotel reservation desk will refer you to the Virginian. Their telephone number is (307) 733-2792. When you make your reservation there, be sure to request the above rates. Chris Thompson is the contact at the Virginian if you encounter any problems. Reservations must be made by September 18th to ensure that you receive the negotiated rate of \$35 per night.

The Virginian complex has a local "saloon" and is located across the street from a major restaurant and shopping

plaza; the latter contains a grocery store, dry cleaners, small clothing store, liquor store, card shop, drugstore, pizza parlor, wildlife museum, auto parts store and laundromat.

The Antler Motel is another alternative which you may prefer. Clarene Law, the motel's owner, has offered a \$35/night rate for the motel's deluxe double occupancy rooms. The Antler is about a mile and a half from the Americana, and is the closest lodging available. The motel is located just one block from town square. Reservations can be made by calling (307) 733-2535 or writing to the Antler Motel, 43 West Pearl, Jackson, WY.

Access

Western, Frontier and Pioneer airlines provide single-carrier, same-day service to Jackson Hole Airport on a daily basis from most major metropolitan areas. As noted in the last issue of *Ranger*, the Association now has a special arrangement with Executive Travel of Fort Myers, Florida, wherein ANPR receives a rebate for every trip arranged by that organization. They guarantee the lowest fares available, have no service charges, and offer free ticket delivery and flight insurance. Reservations may be made by calling 1-800-237-6735 (1-800-282-9845 in Florida); once you've reached the travel agent, be sure to specify the account number as "ANPR" (see "Rendezvous and Airfare Sweepstakes" below).

Bus and taxi service are available locally, and bus service connects Jackson with I-80 at Rock Springs, WY. There are also several rental car agencies at Jackson Hole Airport. These have proved popular in the past, so we offer their daily and weekly rates for your review:

Company	Vehicle	Day/Week
Budget	Compact	\$25/\$140
	Caravan	\$50/\$300
	Lux. van	\$60/\$360
National	Compact	\$39/195
	Vans	\$90/\$540
Hertz	Compact	\$32/
	Subcompact	\$30/
	Mid-size	\$30/
	Full size	\$39/

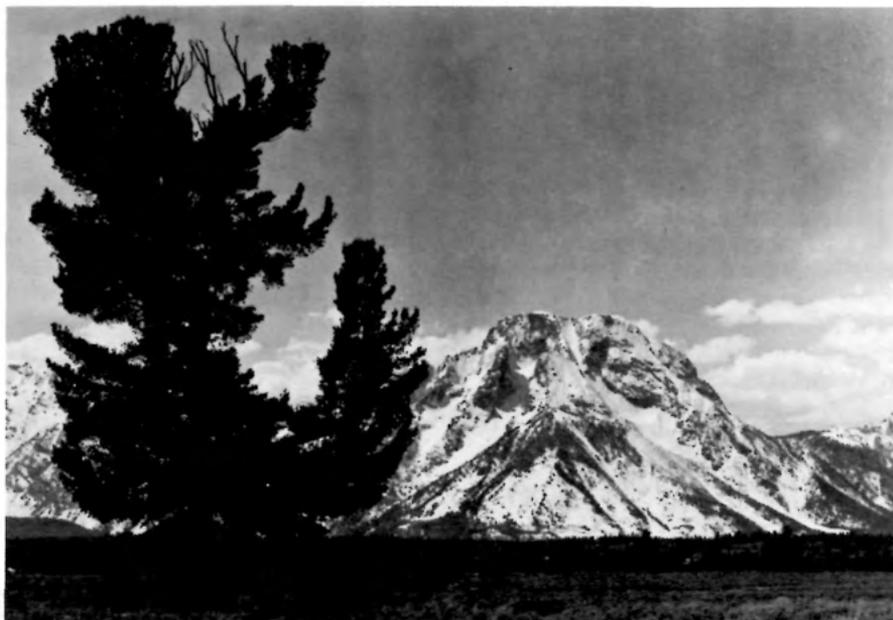
Budget is located at the Virginian Lodge (307) 733-2206; National is at the airport (800) 328-4567; Hertz is also at the airport (307) 733-2272. The availability of vehicles at Hertz will be determined by the number of reservations made by September 1st. To get these rates, please identify yourself as a member of ANPR who will be attending Ranger Rendezvous X.

The Americana offers free shuttle service to and from the airport. The complimentary shuttle service meets each flight on a daily basis and the van or bus is clearly marked "Americana Snow King."

Babysitting

The Snow King will not allow day care or group babysitting to be held in the resort for safety reasons and because they do not have appropriate facilities to care for groups of children. Therefore, Linda Olson of Grand Teton, who will serve as coordinator of child care at the Rendezvous, has arranged for day care to be held in the Snow King Ski Shelter, about one block west of the Americana. This is a rustic log building with restrooms, kitchen facilities, a nearby playground and front door access to Snow King Mountain.

The Community Children's Project will provide the babysitters for the week. Day care will be available for children from one



The Grand Tetons near Jackson Hole, site of Rendezvous X.

to ten years old. Since these sitters are licensed providers of babysitting services, they all have liability coverage.

Babysitting will be provided during the following time periods:

Sunday, 10/19 - 6:30 p.m. to 10:30 p.m.
 Monday, 10/20 - 7:30 a.m. to 6:00 p.m.
 Tuesday, 10/21 - 12:30 p.m. to 6:00 p.m.
 Wednesday, 10/22 - 7:30 a.m. to 1:00 p.m.
 7:30 p.m. to midnight
 Thursday, 10/23 - 8:30 a.m. to 6:00 p.m.

The Americana will provide a list of local babysitters for individual use for times other than those listed above. Parents will be responsible for their own arrangements with individual sitters.

The fee for babysitting will be \$1.50 per child per hour. This will cover the cost of the licensed sitter and both morning and afternoon snacks for the kids. Lunch will not be provided.

Parents should plan to bring:

- warm play clothes, as it will be cool and could either rain or snow;
- toys to donate to the day care effort, which should not be special as they may not be returned;
- something for your child/children to rest or sleep on, as no blankets or mats can be provided and there will be two night activities.

If you have any other questions or need more information, please call Linda Olson at Grand Teton (307) 733-2880 ext. 201.

Pre-Registration

Kathy Loux of Denali is again handling registration. She stresses the importance of registering in advance so that Rendezvous organizers will know how many are attending and can make plans accordingly. The pre-registration form can be found on the inside back cover of the magazine. It should be filled out and sent in as soon as possible.

Camping

Most campgrounds within the Jackson Hole area will be closed for the season by the time of the Rendezvous due to cold temperatures, but the Forest Service has two campgrounds which will still be open.

Curtis Canyon Campground is located eight miles northeast of the National Elk Refuge, and Atherton Creek Campground is located at Slide Lake 20 miles north of Jackson. Both campgrounds are dry camps and no fee is charged. You will need to bring water and pack out all garbage. For further information, contact the Forest Service at (307) 733-2752.

Raffle Items

All contributors to this year's raffle should send items to Diane Moses, Box 929, West Yellowstone, MT 59758. Be sure to send them early enough for them to arrive in time for the Rendezvous.

Area Information

The atmosphere of Jackson Hole can be summed up in a single phrase: "Kick back, relax and have a great time!"

There are specialty shops and over 30 art galleries to visit during the day, and the town gets serious about having fun after dusk. The friendly apres-ski scene and the area's 60 restaurants offer enough variety to suit any taste — from elegant settings and gourmet cuisine to casual atmospheres and hearty western fare. You can find silver-dollar-studded bars and music ranging from western swing to jazz, rock and roll, folk and easy listening. There are also local theater productions throughout the season.

Jackson Hole is surrounded by Grand Teton and Yellowstone National Parks (the former just outside of town, and the latter an hour away), the National Elk Refuge, and the largest national forest in the lower 48 states. This means that there are lots of opportunities for outdoor activities.

Since fall is a transitional season, opportunities will depend on the weather. Jackson Hole is usually sunny and mild during the day (40 - 50 degrees) and cool and crisp in the evenings (20 - 30 degrees). There are brilliant fall colors in the valley, and big game — elk, moose, mule deer, mountain sheep and black bear — are moving down from the mountains. Should it snow, skiing is the sport of choice for the area; should it prove to be warm, there are hiking trails and whitewater river trips available. The former is more likely than the latter, though, so you should plan to dress warmly when you come.

See you at the Rendezvous!

Bobbie and Dale Antonich
 Grand Teton

Rendezvous X Program

Although plans for specific parts of the program are not yet finalized, a tentative schedule of events for this year's gathering has been completed. The schedule listed below is current as of early April.

We are close to agreement on arrangements to have Barry Lopez, a truly inspiring speaker and author of *Winter Count*, *Arctic Dreams* and *Of Wolves and Men*, present the opening keynote address. Director Mott and Deputy Director Galvin are on the schedule, and we hope that Under Secretary of the Interior Anne McLaughlin will be able to attend.

Topics for workshops, also yet to be finalized, may include home business, dealing with the movers (furniture, not career), the Service's computerized bulletin board, mailbox and database systems, resources management from the superintendent's perspective, retirement planning, ANPR goals, "marketing" for the parks, managers' and employees' perspectives on dual careers, other countries' national parks, concessions, and safety and liability.

The photo contest, noted below, should prove useful to the Association and fun for all. Alternative activities for spouses are being planned to take advantage of Jackson Hole and Grand Teton's sights and opportunities. As always, we all look forward to good fellowship and worthwhile meetings and workshops.

Here's the schedule as it currently stands:

	Saturday, 10/18
12:00-5:00	Board meeting
	Sunday, 10/19
8:00-12:00	Board meeting
1:00-7:00	Registration
7:00-10:00	Welcome social
	Monday, 10/20
7:00-8:00	Registration
8:00-6:00	Baby sitting
8:00-6:00	Raffle and vendor exhibits, ANPR sales
8:00-9:00	Welcome
9:00-10:00	Keynote address - Barry Lopez
10:00-10:30	BREAK
10:30-12:00	Spouse activity
10:30-12:00	Regional meetings
12:00-2:00	LUNCH
2:00-6:00	Spouse activity
2:00-3:00	Keynote address - Deputy Director Galvin
3:00-4:00	State of the Association
4:00-4:30	BREAK
4:30-6:00	Business meeting
6:00-7:00	Aerobics
6:00-8:00	DINNER
8:00-10:00	Optional evening activities: Dance lessons, ranger movies
	Tuesday, 10/21
Morning	Optional activities: Carpool to Colter Bay Indian Museum, ranger "triathlon" (phase I and II)
12:00-1:00	Registration
1:00-5:30	Baby sitting
1:00-5:30	Raffle and vendor exhibits, ANPR sales
1:00-5:30	Spouse activity
1:00-2:00	Keynote address - Under Secretary McLaughlin
2:00-3:30	Workshops
3:30-4:00	BREAK
4:00-5:30	Workshops repeated
5:30-8:00	DINNER
8:00-10:00	Optional activities: Folk music jam, dance lessons, ANPR Rendezvous "nostalgia" slide show

quality entries are received. We hope to offer it for sale in park cooperating association outlets and concession stores.

Other rules are as follows:

- Anyone may enter and you need not be present to win;
- The awards may not be used by anyone other than the winners;
- The photograph must be a black and white, glossy, 8 x 10;
- Name, address and phone number of the photographer and park where taken must be on the back of the mount;
- Photographs must be of a National Park Service ranger, in uniform and therefore recognizable as an NPS ranger, performing one of the aspects of ranger work;
- The photograph must be received by ANPR by September 15th and should be mailed to Andrea Sharon, Bandelier NM, Los Alamos, NM 87544;
- Credit will be given to the photographer for each use.

Jim Tuck
Rocky Mountain Regional Office

Executive Secretary's Report

The last few months have been busy ones, and there have been interesting developments on several fronts. Here's a run-down on projects which I have been involved with:

Ranger Museum

As of April 30th, members had donated \$1,258 to the ranger museum. We encourage each member to meet the challenge and contribute \$1 for each year of employment in the National Park Service. As can be seen from the adjacent letter, the fund-raising effort for the museum has gained broad support among the past directors of the National Park Service, and it is only proper and fitting that rangers should offer equal support. Checks should be made payable to "ANPR - Ranger Museum."

Insurance

A mailing was done by Marsh McLennan to all current members during March which provided a summary sheet on the insurance program and a card which interested members could mail to get more information on the program. We've since established a procedure whereby Marsh McLennan gets address labels of all new members each month, then sends an information packet directly to them. A recent letter from our broker at Link-Allen Associates advised us that, as of April 21st, Marsh McLennan had received 394 responses — an unusually large return.

NATIONAL PARK RANGER MUSEUM

To Friends of the National Park System:

The Association of National Park Rangers and the National Park Service have entered into a cooperative agreement to build the "National Park Ranger Museum" at the Norris Soldier Station in Yellowstone. We invite you to join us in commemorating this unique and proud American tradition by donating to the effort.

The National Park Ranger is the link between the National Park System, known and admired by all, and the park visitor. National Park Rangers have long been the symbol of professionalism of all National Park Service employees. At Yellowstone National Park many of the policies and practices underlying the way parks are operated began their evolution; National Park Rangers are one example of this genesis. Many rangers, guided by the ideas of Horace Albright and Stephen Mather, learned the job there and spread those ideas to other parks. Since then, generations of park visitors have found helpful and knowledgeable rangers at parks throughout the System.

The exhibits in the National Park Ranger Museum will be planned and constructed only with donated funds. Donations of artifacts and memorabilia are also welcome, but must be given to the National Park Service free of restrictions with no assurance of their being placed in the museum.

The ANPR has challenged National Park Service employees and retirees to donate one dollar per year of experience they have enjoyed with the Service. We also invite the millions of Americans who have profited in physical and spiritual ways from professional National Park Service employees to contribute as they are able. Please make checks payable to "ANPR - Ranger Museum" and mail to the Association of National Park Rangers, Box 222, Yellowstone National Park, WY 82190. Donations are tax-deductible; the ANPR is a 501(c)(3) non-profit organization. We thank you for your support.




Horace M. Albright
Director, 1929-1933

Conrad L. Wirth
Director, 1951-1964



George B. Hartzog, Jr.
Director, 1964-1973



Ronald H. Walker
Director, 1973-1975



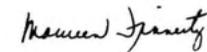
Gary Everhardt
Director, 1975-1977



William J. Whalen
Director, 1977-1979



Russell E. Dickenson
Director, 1979-1985



Maureen Finnerty
President, ANPR

Association of National Park Rangers
Box 222, Yellowstone National Park, WY 82190

Super Raffle

The super raffle is now underway. An explanatory letter and five raffle tickets went out in the mail to each member the second week of May, and the Dale Thompson painting and firearm have been ordered. Anyone needing additional tickets should write directly to me or call (615) 453-6816 (leave a message if you get a recording). *Please remember* that you must complete every line on the ticket stub, because it is absolutely necessary to have this information in order to award prizes. Ticket stubs and a check for the amount collected made out to "ANPR" should be sent to me at P.O. Box 118, Gatlinburg, TN 37738.

(Note: Rick Gale has already requested 40 additional tickets, and has challenged all of us to outsell him.)

Membership

Please remember to notify the Association when you move — we don't want to lose you! When we have mail returned to us which is marked "Moved - no forwarding address", we can't begin to know where you are. Make a note to drop us a card as soon as you have your new address in hand. About one-third of our membership moves each year, so it's important to keep us abreast of your wanderings.

Renewal notices are mailed out the month your membership expires. Your mailing label shows your membership expiration date, so you can keep yourself current by getting in your dues before your membership lapses.



The two super raffle prizes — Dale Thompson's painting of the Grand Tetons (above) and the Sharps Model 1874 45-70, breach-loading rifle (below).

Travel to Rendezvous X

Executive Travel is working with us on travel plans to Rendezvous X. There are two "hubs" serving the airport in Jackson Hole — Denver and Salt Lake City — and flights are limited. It's therefore important for you to book your flights early.

There's another reason for booking your flight with Executive Travel. For every 50 flights our members arrange to the Rendezvous through them, that company will "raffle off" one free round-trip airline ticket to a lucky member. Needless to say, that could result in some impressive savings on your Rendezvous costs if you're the fortunate recipient. See the accompanying notice for further information.

Debbie Trout
Great Smokies

**Rendezvous X
Airfare Sweepstakes**

For every 50 airline tickets that Association members purchase from Executive Travel, one lucky person will receive a free round-trip airline ticket to Jackson Hole. Here's how it will work.

When you call in your reservation, Executive Travel will record your travel information and place your name in a "hat". Once 50 reservations have been received, a drawing will be made and the winner will be notified. The other names will remain in the "hat", and each time an additional 50 tickets are purchased another drawing will be held. *Early buyers will therefore get more chances to win as their names will remain in the "hat" for each drawing.* One entry will be permitted per ticket.

If you've already made reservations with Executive Travel, you are automatically entered. If not, now's the time to do so. The cutoff date for this offer is September first; any reservations made thereafter will not be eligible for a free roundtrip ticket.

The numbers to call to make your reservations are 1-800-282-9845 (in Florida) and 1-800-237-6735 (the rest of the country).

Good luck!

Annual Operating Statement

January 1, 1986 - March 31, 1986

Beginning Balance	
January 1, 1986.....	\$ 8,077.50
Receipts	
Accrued Interest	110.45
Ranger	177.00
Dues/Membership	4,290.00
Rdzv./Conference	88.00
Donations:	
Ranger Museum	714.00
Expenses	
Ranger	3,255.00
Dues/Membership	45.00
Rdzv./Conference	176.13
Legal Fees	175.00
Travel	218.00
Mini-Conferences	250.00
Postage	397.06
Supplies	71.33
Mail Service	20.00
"Super Raffle"	1,175.00
Ranger Museum	39.60
Ending Balance - 3/31/86. . . .	
\$ 7,634.83	

Life Fund Account - 3/31/86. . \$16,006.03

Search for Excellence continued

Wouldn't it be extraordinary if all our employees felt that our organization was as excellent as these companies are purported to be? Perhaps it wouldn't be that hard to put such an attitude into effect. After all, we're already a "service", so we have one up on them already.

Maybe the Twelve Point Plan could even be described as our own "Search for Excellence."

I'm excited!

All in the Family continued

- Schmidt, Jane — from park technician, George Washington Birthplace, to park ranger, Colonial (Yorktown).
- Sharon, Andrea J. — from park ranger, Bighorn Canyon, to supervisory park ranger, Bandelier.
- Sheldon, Craig — from park ranger, Grand Portage, to supervisory park ranger, Fort Necessity.

Regional Reps Report

North Atlantic

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

Mid-Atlantic

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

National Capital

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

Rick coordinated a mini-*rendezvous* at Cacapon Lodge in Berkeley Springs, West Virginia, this past March. The three-day session, which was attended by 60 members, friends and guests, is reported on below.

At the end of April, Rick addressed the 30 participants at the regional 40-hour in-service training session in Frederick, Maryland on the Association's purpose and benefits. He extends his thanks to Ed Drotos and Capt. Gary Treon for providing him with this opportunity.

Rick and Bill Halainen arranged a regional Association picnic and social gathering at Carderock Park, a recreational area in C&O Canal adjacent to both the canal and the Potomac River. Despite drizzly skies and a wildfire at Harpers Ferry that drew away many rangers who'd planned to come, thirty members from regional parks and the Washington office did attend and had a pleasant evening talking shop and getting to know each other. No formal meeting was held; instead, people grilled dinners, sipped beer and stood before a roaring fire swapping stories.

At the request of *Rendezvous* coordinator Dennis Burnett, Rick contacted nine hotels in the Northern Virginia/D.C. area concerning their availability as possible sites for *Rendezvous XIV* in Washington in 1990. Several hotels expressed interest in hosting the gathering, and Rick is open to any suggestions for other potential sites in the area.

He met with the regional director and his staff in mid-May to discuss Association concerns and update them on current developments in ANPR.

Rick will be attending the *Rendezvous* in Jackson Hole and asks that members contact him with any concerns or suggestions. His term expires this year; if eligible to run, he would like to be nominated for a final term as regional representative, but encourages regional members to seriously consider other qualified candidates and

nominate them at the *Rendezvous*. He believes that the prospects for membership growth in the region and WASO continue to be good, and will continue to communicate for park rangers, promote the profession, support management and provide a forum for social enrichment.

Southeast

Representative Jan Hill, Everglades. Address: P.O. Box 279, Homestead, FL 33030. Phone: (818) 695-2841 (home) and (305) 253-2241 ext. 181 or 183 (work).

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 recently had the privilege of representing the Association and President Finnerty at a meeting held on the Service's future directions on April 23rd at the National Parks and Conservation Association offices in Washington.

He reports that he was particularly impressed by the wide variety of experience and background of those chosen to represent the Service at the meeting. Everyone appeared to be "honest, open and frank" in dealing with each of the eleven agenda items. Lengthy discussions flowed freely throughout the day.

Tom came away from the session feeling that NPCA, under the leadership of Destry Jarvis and with the help and support of people like Laura Beatty and Jean McKendry, has researched and identified several areas of concern in NPS personnel and staffing. Only time will tell to what extent some or any of these items will be pursued by NPCA, however.

Maureen has asked Tom to comment on the draft policy on "donations and endorsements", and he has consulted with other groups in order to determine the appropriate questions to bring up before the Association's attorney.

Rocky Mountain

Representative Paul Broyles, Wind Cave. Address: Wind Cave National Park, Hot Springs, SD 57747. Phone: (605) 745-6413 (home) and (605) 745-4600 (work).

Southwest

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

West

Representative Bill Blake, Yosemite. Address: P.O. Box 683, Yosemite, CA 95389. Phone: (209) 372-4461 ext. 314 (work) and (209) 372-4807 (home).

Pacific Northwest

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

Bundy regretfully reports the cancellation of a planned regional mini-*rendezvous*, which was to have been held in mid-May at Fort Worden State Park. Although there was some interest, there were few signups — only six or seven of the region's 73 members said that they would attend. This number was too low to make the gathering economically self-sufficient.

Bundy reports, however, that there is still excitement about the possibility of holding another mini-*rendezvous* late next winter. More interest might be sparked by holding it earlier in the year and possibly changing the location to a nearby ski area or other attraction.

This brings up the question of whether or not mini-*rendezvous* should be totally self-supporting. In regions where membership is sparse and scattered, it is difficult to bring in enough money to support a mini-*rendezvous*. Bundy feels that this fact may make such gatherings inappropriate for some regions.

Many hours were spent in an attempt to organize the conference, but little money was spent. Bundy extends his thanks to Mac Foreman of Coulee Dam for his help in attempting to arrange the mini-*rendezvous*.

Bundy has also sent the ANPR insurance information package to each of the region's park personnel officers.

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).

Mini-Rendezvous at Cacapon

Sixty Association members from National Capital, Mid-Atlantic and North Atlantic regions participated in a mini-rendezvous at Cacapon Lodge in Berkeley Springs, West Virginia, between March 12th and 14th.

Following an opening welcome from Cacapon State Park Superintendent Phillip Dawson, C&O Canal Superintendent Dick Stanton greeted members and also talked about the Boy and Girl Scout Clean-up Camporee which is to be held along the canal this summer in an attempt to clean-up the wreckage left from the disastrous floods of last November.

Deputy Regional Director Bob Stanton then spoke on the issues and challenges currently facing the National Park Service. Budget reductions are perhaps the chief among these and will be with us for some time to come, he said, which means that we will all have to be responsible for improving the efficiency of use of federal resources in the future. He also talked about the critical role of the employee in the organization, and said that, because the Service is no longer growing as fast as it was a few years ago, opportunities are fewer and employees must re-examine their commitments, do their best in their current assignments, and take necessary risks in order to progress in their careers.

Eastern Vice-president Laurie Coughlan then presented an update on Association developments and directions. She discussed ANPR's purpose as professional and social organization, and said that members should get involved by suggesting articles or submitting photographs to *Ranger*, suggesting ideas, topics and speakers for Rendezvous, recruiting new members, and

serving as park or regional representatives. She then updated members on recent Association developments (see President's Message).

The highlight of the opening session was a panel presentation on volunteerism and flood relief by four members of the West Virginia and Potomac chapters of the Sierra Club — Dr. Edward Gates, Dr. Kathy Gregg, Dr. Mary Wimmer, and Jack Slocumb. They discussed ways in which volunteers can assist the Sierra Club on projects dealing with man's impact on wildlife habitat and ways in which the club has been effective in serving as a vehicle for public involvement. Concerning the latter, they detailed their interactions with the Forest Service on master plans for the Monongahela National Forest, and showed how the two organizations were able to develop a mutually beneficial working relationship and produce a good plan.

The day concluded with an NCR regional caucus, a fun run, an excellent slide program by Dick Stanton on the late 1900's Shawnee Canoe Club, and an entertaining session of trivial pursuits led by Kristin Bardsley.

The middle of the mini-rendezvous featured workshops and a training course. Greg Stiles led the latter, and certified a dozen rangers in supervisory training, counseling and appraisal. The workshops held were:

- NPS Plan: Personnel/Staffing -
Destry Jarvis, NPCA
Jean McKendry, NPCA
- Appraisal Systems -
Deke Cripe, WASO
- Training Development -
Bill Wade, Mather TC
- Interpretive Skills -
Bruce Craig, Mather TC

- Reassignment Mobility -
Deke Cripe, WASO
- Ranger Activities -
Andy Ringgold, WASO
Bill Halainen, WASO
- NPS Plan: Interpretation -
Destry Jarvis, NPCA
Jean McKendry, NPCA
- Interpretation: U.S. Class Structure -
Bruce Craig, Mather TC

Following these workshops were North Atlantic and Mid-Atlantic regional caucuses.

That evening, Bill Wade showed the "In Search of Excellence" videotape to members, trivial pursuits continued, and there was a lively bluegrass hoedown with Don Goller and Crossfire.

The mini-rendezvous wrapped up the following morning with presentation by Association members on a variety of topics — the ranger museum at Yellowstone, plans for the Rendezvous X, health insurance and other ANPR activities.

Some concluding statistics from the Cacapon gathering are worth noting: 11 new members were recruited — two of them life; \$144 in donations were made to the ranger museum; \$160 worth of ANPR merchandise was sold; and about \$550 was spent in putting the gathering together (which was largely offset by registration fees received).

Thanks to a host of folks for helping out with the mini-rendezvous: Rita Knox (drafts and agendas); Kristin Bardsley, Bill Orlando, Martin Gallery, Jeff Ohlfs and Fred Harmon (registration); Martin Gallery (photography and taping); Martin Gallery and Kristin Bardsley (fun run and trivial pursuits); Bill Orlando, Fred Harmon, Pat Quinn and others (general labor); Kristin Bardsley and Debbie Trout (finances); Pat Quinn and Tessie Shirakawa (merchandising); Roger Ross (cutting boards presented to speakers); and the Cacapon Lodge staff, guest speakers, workshop instructors and others who made the gathering a success.

Rick Erisman
C&O Canal



Members meet with NPCA's Destry Jarvis and Jean McKendry to discuss personnel and staffing concerns.

Rick Erisman

In Print continued

The book then looks at three main aspects of ranger work — resource management, law enforcement and interpretation.

The then prevailing Park Service views on resource management come through quite clearly in several sections of the books. Fires are still considered to be “the most important and destructive of all vandals”, and ranger “fireguards” the principal warriors in the battle against their invasions.

“The awe-inspiring sight of a great forest fire strikes grave concern in the heart of every Ranger,” says Colby, “for he knows that it must be stopped, and stopped fast, to save the forest, wildlife, watersheds and future beauty for coming generations.”

Similarly, a ranger is shown with a bear trap, which is used “to ‘improve the scenery’ by carting away a potentially vicious and bothersome ‘bar.’” If the “ill-tempered animal... turns up again to endanger visitors to the park, he is destroyed.” Rangers are also depicted trapping and transporting deer and elk to reduce their numbers when food is lacking, restocking park streams with fish, and chiseling a milk can off the head of a bear who proved too curious about its contents.

Interpretation is not overlooked. A substantial portion of the book shows rangers presenting programs at natural and historic areas. The ranger-naturalist’s mission “is to inform visitors about what they can see (or are actually seeing), show them the local wildlife, explain why that particular area has been designated for preservation, and generally send them away better informed.” One method for accomplishing this is the evening slide program, which rangers make “amusing and entertaining, as well as educational.”

“Were it not for the Ranger’s ability to tell about the natural wonders of our national parks accurately and interestingly,” says Colby, “a majority of the park visitors would leave without having really learned about our natural wonders.”

The description of a ranger’s law enforcement duties is short, to the point, and just as valid today as then: “A Ranger is the uniformed representative of the United States government to all who visit the National Park Service areas. He must see that rules and regulations are observed, park property and wildlife protected, and rights of visitors are not infringed upon. He must be diplomatic and helpful, yet firm and forceful if necessary, able to help a lost youngster or evict an obnoxious visitor.”

The book concludes with a photo of a ranger in a stand of giant sequoias, and Colby offers closing comments that are a bit overblown and gender-specific but worth repeating for their idealistic assessment of the ranger profession.

“(The grove) shows some of our giant and enduring natural wonders preserved for the future and it shows among them one of our hundreds of Park Rangers, looking up to the tops of the trees in awe and reverence for a wonder of American nature entrusted to his stewardship and protection that all may enjoy as long as the sequoias endure. Who will deny that these great giants are trees among trees, and that the National Park Service Ranger, as a protector and guardian of our national natural beauties, is a man among men?”

War & Peace continued

lesser known Confederate heroes. The reporter states that the class of students and their community are proud of their past military captains and the heritage they have bestowed, and they support the bombing of Libya wholeheartedly. If this is the derived meaning of history made useful by this community in its relation of past and present, who among interpreters is prepared to tell them they are wrong?

The history of warfare, as Keegan has written, is “the oldest historical form, its subject matter is of commanding importance, and its treatment demands the most scrupulous historical care.” The American philosopher William James tried to find in peacetime a “Moral Equivalent of War” which would galvanize the human spirit in quests of peace with the same determination and sacrifice found in wartime. Freeman Tilden asked interpreters to appeal to the heart, to convey “how in such a tragic environment” as war “the human being finds the path to beauty of behavior.”

The tragedy of war, like any tragedy, often brings out the best in people, even the heroic. It is this that produces the paradox of value in interpreting war for the ugly thing it is. The Mexican historian Octavio Paz wrote of the hope offered by war and history in a sense similar to Tilden’s: “History has the cruel reality of a nightmare, and the grandeur of man consists in making beautiful and lasting work out of the real substance of that nightmare.”



The Association is again offering a number of commemorative items for sale. The following are currently available: EMS patches (\$2.00), ANPR patches (\$2.00), ANPR decals (\$1.25), EMS decals (\$1.75), coffee mugs (\$5.00), beer steins (\$6.50),

shirts in small, medium, large and extra large (\$12.00), and a limited number of EMS hats (\$7.00).

All items are post paid. Checks should be made out to ANPR and sent to Kurt Topham, Box 239, West Branch, IA 52358.

**Americana Snow King Resort
Convention Reservation Form**

Reservations for the Association of National Park Rangers Rendezvous, October 19 - 24, 1986

Last Name _____ First _____ Initial _____

Address _____

Arrival date _____ Departure date _____

Accommodations required: Single _____ Double _____ Triple _____ Quad _____

MasterCard, Visa, Diners Club, Carte Blanche or American Express Card Number (circle card type) _____ Expires _____

- To confirm your reservation, a deposit of one night's lodging is required. Above credit card may be used.
- Check-in time is 4 p.m.; check-out time is 12 noon.
- Cancellations must be received 72 hours prior to arrival date or deposit will be forfeited.

Complete this form and mail it with your check or credit card number at the earliest possible date.

Send to: **Americana Snow King Resort, P.O. Box SKI, Jackson Hole, WY 83001.**

**Association of National Park Rangers
Rendezvous X Pre-Registration**

(Use this form ONLY before 10/1/86)

Name _____ (please print) Spouse's name _____ (if attending)

Address _____ Number and ages of children who will be attending with you _____

_____ Zip _____

Park or area _____

Registration Fee

Four Day Package (before 10/1/86)

\$25 members \$ _____

\$33 non-members \$ _____

If spouse will accompany you and plans even minimal participation:

Spouse Fee (before 10/1/86)

\$12 members \$ _____

\$17 non-members \$ _____

Ball Caps

If offered, would you be interested in a Rendezvous X ball cap? _____

How many? Small _____ Medium _____ Large _____ X-Large _____

T-Shirts

_____ (quantity) X \$8 (each) = \$ _____

Small _____ Medium _____ Large _____ X-Large _____
(please indicate number of each)

Total \$ _____

Please check if you are attending your first Rendezvous.

Please make checks payable to **ANPR**. Return to: Kathy Loux, Box 9, Denali NP, AK 99755
(Pre-registration ends 10/1/86. After 10/1/86, package cost: Members - \$35, Non-Members - \$43.)

Association of National Park Rangers

Important: Please specify New Membership Renewal Date: _____

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

Box or street: _____ Division: _____

City: _____ State: _____ Zip: _____

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

Region (i.e., RMR; WASO use NCR) _____

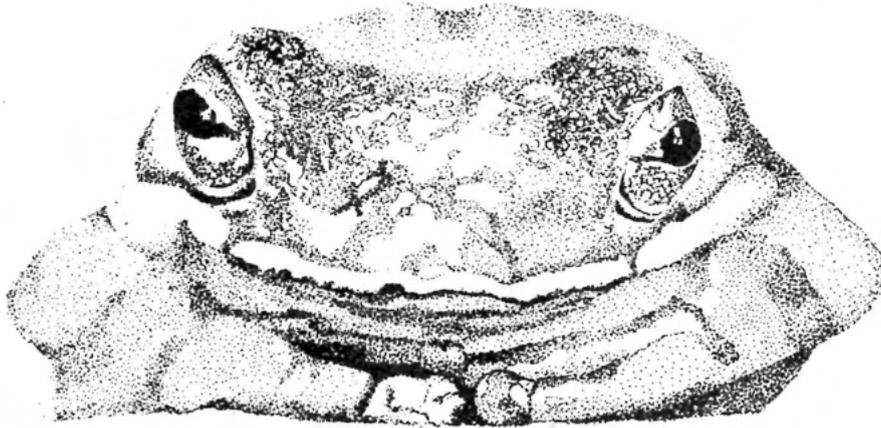
Type of Membership (Check one):

- Active — all NPS employees, permanent, seasonal or retiree \$ 20.00
- Associate — individuals other than NPS employees \$ 20.00
- Sustaining — individuals and organizations \$ 50.00
- Life — open to all individuals* \$200.00
- Subscription — 2 copies of each issue available only to organizations \$ 20.00

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

Administrative Use	
Received	\$ _____
Date	_____
By	_____

RETURN TO: **ASSOCIATION OF NATIONAL PARK RANGERS**, P.O. Box 222, Yellowstone National Park, WY 82190



Help bridge the gap between nature and human understanding.

The sheer enjoyment of nature often leads to questions. When park personnel cannot always be present, why not use outdoor interpretive exhibits to provide the answers? When custom designed, screen printed and embedded in fiberglass, the interpretive exhibit becomes the most cost effective method of interpreting our cultural and natural heritage.

GS Graphic Solutions

Division of Advertising Inc., P.O. Box 1288, Hagerstown, Maryland 21741-1288 (301) 791-6920

Association of
National Park Rangers
P.O. Box 118
Gatlinburg, TN 37738

BULK RATE
U.S. POSTAGE
PAID
ARLINGTON, VA
PERMIT NO. 964

ADDRESS CORRECTION REQUESTED