Rendezvous XI
Editor's Notes

By the time you read this, several months will have passed since the Rendezvous, and word has probably filtered down to you that this year’s gathering was fairly small, but that it was also a pretty good time. Although this issue is given over entirely to reports of the Rendezvous, much of the feel of the week in Great Gorge is lost in the fairly dry summaries of meetings and workshops and general sessions.

The Rendezvous

So, you ask, what was this Rendezvous really like? Well, it did not begin on an auspicious note. The hotel was not happy with the position we took on abiding by the arrangements which had been made by their predecessors, particularly our insistence that we weren’t going to pay the exorbitant “corkage” fee of $75 for each keg we wished to tap during the Rendezvous. Since we were getting rooms at a bargain basement rate (for a New Jersey resort) and were notably reluctant as a group to dine in their rather expensive restaurants, they felt we owed them something for the use of their facilities. But Bill Sanders did an outstanding job in holding firm on prior arrangements, and we pressed on without further ado.

While on the subject, however, it’s worth noting that it was a singularly alien experience for largely self-reliant rangers to be in a situation where automatic tipping and service charges were the rule. The hotel didn’t miss a trick, either — you were expected to pay to have your bed made, to have your car parked and to use your room phone, to mention just a few. Suffice to say that Rendezvous attendees tipped where they felt it was proper, but managed to find ways around all the other little surcharges that kept cropping up.

One of the means employed to save a few bucks was to eat most meals (except for breakfasts, which were fairly reasonable) out of the hotel. If you’re ever head- ing to northern New Jersey and are looking for a good place to eat, there are about 200 restaurants out there who can give you an accurate listing of every decent eatery within a 20-mile radius of McAfee.

These comments are not meant to denigrate the site itself, which was well-appointed (but slightly under-maintained) inside, and surrounded by beautiful countryside. The golf course, which was employed by many, ran down through imposing cliffs, around a wide lake and out across rolling New Jersey hills. Both the hotel and grounds were uncannily similar to the facilities at Lake Geneva, which made sense as both had been initially designed as Playboy clubs.

The Rendezvous was smaller than last year’s, with fewer than 200 people attending (there were over 450 in Jackson Hole). But in many ways it was just as much fun, and the workshops, speeches and other presentations were judged by many to have been better than those at Rendezvous X.

One of the high points was the fine system that was developed to replace the traditional raffle, which the State of New Jersey said we couldn’t have because it was a game of chance which didn’t benefit the general public (yes, this is the same state that has gambling casinos in Atlantic City). Since the penalty for violating this ordinance was a tad on the prohibitive side ($75,000), Mssrs. Gale, Wade and Company came up with a fine system whereby members were jigged for every possible infraction that could be dreamed up. The court sessions in which Judge Gale levied the fines were truly hilarious.

Other high points that come to mind include the dance and costume party, in which almost every member came in costume (many highly imaginative); Senator Bradley’s stirring call to protect public lands from further encroachment; the animated auction of a number of Steamtown commemorative items; the duck calls that followed every pronouncement made during the Rendezvous that smashed even faintly of bureaucratic thinking (a result of Gary Heil’s speech on leadership in which he distinguished between unimaginative “ducks” and inspiring “eagles”); the thunderous standing ovations following Howard Chapman’s speech lambasting the Department for its interference in agency matters; and so on.

All in all, it was a good Rendezvous. You can read about many of the high points in these pages, but, as always, they fall far short of catching the true spirit of a Rendezvous. If you haven’t been to one yet, be sure to make it to Alta next year and see for yourself...

Acknowledgements

There are several people who’ve assisted in the preparation and dissemination of the last two issues of Ranger whose efforts should not go unrecognized. Many thanks to:

- John Anglin and Melissa Warner for proofreading galleys and assisting in the tedious process of mailing 1600 copies of Ranger to the membership.
- Karl Merchant and Sherrie Pasternak-Wade for shooting about 250 pictures between them at the Rendezvous (and thereby providing an ample selection of photos to illustrate this issue);
- Jan Dick, Frank Dean, Hal Grovert, Roberta D’Amico, Debby Bird, and Jan Hill for offering their services in reporting on Rendezvous workshops.

Many thanks to all of you for your assistance.

Cover photo: The Rendezvous logo, designed by wildlife artist Carol Decker, incorporated two prominent components of the western New Jersey countryside — high ridges above the Delaware River and the migratory raptors who fly above them.

ANPR Board of Directors

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President's Message

Rendezvous XI was another good Rendezvous — good speakers, workshops and opportunities for socializing. Thanks to Rendezvous Coordinator Bill Sanders, Program Coordinators Bill Wade and Dick Ring and all the volunteers who made it possible.

I've enjoyed representing you this past year, and it is with some regret, some personal disappointment, some embarrassment and yet some relief that I have decided to resign upon the election of someone to fill the remainder of my term.

Three major aspects of my life compete for my time and emotions at this time — family, job and ANPR. It has become increasingly apparent to me that I can only handle two of them. In giving the time to family that I feel is right, especially since the birth of number two son in June, I have not had the time left to properly fulfill my responsibilities to the Association.

Rather than look back on two years and conclude that I was ineffective, I prefer to admit my limitations at this time and allow someone else the opportunity.

I would appreciate your understanding and support for my decision and know that we will support Rick Gale or Bill Supernaugh, who were nominated at the Rendezvous to be President for 1988.

Many of us feel a sense of frustration about 1987. Perhaps our frustrations relate to the age of the organization. We have gained a lot, there are fewer dragons to slay, and many members are becoming involved in other things of equal, or more, personal or professional importance.

There is, however, no need to apologize for 1987. The year has seen:

- Continued strong communications with the field through Ranger, which I believe is the single most important factor in the health and strength of ANPR today.
- Continued interest in seasonal issues by continuing to offer the health and life insurance program and again producing a seasonal hiring survey.
- Substantial cooperation with NPCA by review of sections of their National Park Service Plan.
- Providing comment and input to the Director and others through letters and meetings about VIPs, the park folder program, management policies, 025 issues, dual careers and others.
- Specific success by the Dual Career Program Coordinators Bill Wade and Dick Ring and all the volunteers who made it possible.
- Hiring new Business Manager Debbie Gorman to continue and build upon our current financial health and membership responsiveness.
- Some things in 1987 aren't going as well as we would like. The National Park Ranger Museum fundraising effort is stalled, and the Situational Awareness and Maureen Finnerty has agreed to chair the fundraising committee.

The board set the following specific objectives for 1988 at Rendezvous XI in order to deal with some of the frustrations and counter our loss of momentum:

- Produce and begin sending new member packets by February.
- Seek information about professional liability insurance and report to the board by June.
- Produce an updated Dual Career Directory by January.
- Offer another supervision-related course at Rendezvous XII.
- Produce a workbook for assistance with preparation of SF-171's and 10-139's by June.
- Continue seasonal hiring surveys; produce two per year to cover summer and winter seasons.
- Ask the Service to reconsider the issue of the number of parks to which seasonal may apply.
- Hold a Rendezvous in Hot Springs in 1989 with some joint sessions with the Employee and Alumni Association.

1988 will be a good year for ANPR as we begin our second decade.

I'm excited about the future. It's no mistake or quirk that our profession is one of the most respected in society today. And we have the potential to continue to enjoy that respect.

Futurists discuss service as the "capital" of tomorrow and service is what we do best — service to the visitor and service to the resource. We do it well and with respect for the visitor, the resource and one another. We know, because Barry Lopez told us so last year at Jackson.

We each individually and we all collectively own our profession and our professional organization a little bit of ourselves and, perhaps, a bit more than we've given in the past.

Shall we all in the next year again dedicate ourselves to our dual purpose of support for the Service and the System, and labor after the social enrichment we share so well and deservedly?

I respect you all and wish you an enjoyable and rewarding year!
Letters

Letters to the editor should be typed and 500 words or less in length. Send to: Editor, Ranger, Apt. D-422, 3004 Lee Highway, Arlington, VA 22201.

Editor:

I confess that I am one of those who haven’t been overly giving of my time and energy to ANPR. Not that I don’t have my opinions as to what the organization should be doing and where it should be heading in the future. I’ll take a few minutes here to express some thoughts to you about this.

I feel that while we may not want to become more involved in environmental and policy issues as an organization, we ought to consider making it easier for our members to do so if they want to themselves. I would like to see ANPR act as a clearing house for information about issues affecting parks and park resources. Right now in Yellowstone, a draft EIS on the future of Fishing Bridge has been released and is available for public comment. I would hope that many in ANPR would be interested enough in an issue like this (one that has implications for the Endangered Species Act as well as Yellowstone National Park) to request a copy of the EIS and write the park on how they feel about it.

One way for our membership to be kept better informed would be to have regional updates in Ranger on planning efforts, threats to parks, and other issues that impact not only our jobs but the management of the parks themselves. We are citizens and taxpayers too, and we have a right (and some might argue an obligation) to express ourselves on these issues. Initially, it might be wise to let our members do this as individuals before ANPR decides to become more of an advocacy or lobbying group. I would like to see more debate within ANPR on this idea and would welcome others’ comments.

We in the 025 series have a growing image problem. The gradual evolution of the “ranger image” over the years has been a concern to many people in the Service, I know. Certainly Keith Hootnagle has gotten a lot of mileage out of this in his cartoons. There is a strong tendency among many of us to overestimate the strength of our public image and to grossly underestimate the damage that we are doing to it by our preoccupation with hard-core law enforcement. Because much of the ANPR’s leadership comes from the law enforcement discipline, there is a tendency to dismiss this problem as an exaggeration. This is dangerous. Our survival as a public agency rests largely on the trust and support of park visitors. We can’t continue to ignore their perceptions.

There is a feeling that this erosion of our public image is an inevitable consequence of the pressure on us to become more “professional” in our law enforcement, EMS, and search and rescue functions. This is true to a certain extent. Unfortunately, in our rush to become better trained and more professional, we have sometimes borrowed attitudes of coolness, aloofness, and even cynicism as well as techniques and skills from these other professions. I’m generalizing here in a dangerous way, but I know that the erosion of our public image is real, and it’s not going to improve unless we ourselves recognize the problem and take steps to deal with it. I’m not sure that I have any answers, but I think that we ought to be talking more about this among ourselves. Perhaps a working group on The Ranger Image would be a start in the right direction.

The eventual completion of the Ranger Museum would also help as this will give us a focus for introspection on our profession and where it is going as well as where it has been. Self-critiquing is not an easy thing to do, but it is healthy and something we need to do more often.

Lastly, I guess I would like to come down in favor of Jack de Golia’s call for a more business-like approach to how we do business. God knows, we all like to have a good time, but if ANPR wants to continue to grow and mature as a professional organization then we have to be professional — at least in the pages of Ranger and at scheduled meetings at the Rendezvous. The social aspect of the organization will always be important (as it should be), but we owe it to ourselves to ensure that our gatherings are as productive as they can be, as well as a lot of fun.

Joe Zarki
Yellowstone

Editor:

This is a letter in three parts: the first for Laurie at Gettysburg, the second for Jack at Yellowstone, and the third for me here at North Cascades.

Ed Abbey, Alston Chase, Frank Craighead, and about half the hikers I deal with in my admittedly relatively remote backcountry district all make fun of Park Service rangers for pretty much the same reasons. Training and housing are two important possible ways to break us out of our own image. Training in field skills like skiing and tracking and then rewarding those skills, if mastered at levels sufficiently high to apprehend poachers, with grade increases for both seasonal and permanent rangers, as well as perks like nice housing, would be ideal. Housing at trailheads would be more than a nice perk for a ranger interested in backcountry, however. It could also cut down significantly on car clouting by providing built-in surveillance.

“Hangouts” gets my “no” vote too. I agree with Jack deGolia that Ranger should be kept professional. Play, for me at least, has little to do with “hangouts”.

Does anyone reading this know where to order a radio charging attachment for a solar panel? The latter are down to about a square foot now and under $50 for the power needed to recharge a 5 watt Motorola battery, according to Natural Resource Co., P.O. Box 91, Victor, ID 83455. Solar panels already produce the DC current needed for recharging batteries so it shouldn’t need to be very big. If you’re aware of a source, please reply to the editor of Ranger so that all of us in need of remote area radio battery recharging may benefit. Thanks.

Eric Burr
North Cascades

Editor:

Much has been said over the past couple of years about the roles that park rangers should play in the management and operation of the National Park Service. The issue of “generalist” versus “specialist” is one that can be debated ad infinitum. Personal biases and interests among individuals working in the 025 series often relegate this debate to an emotional rather than a logical discussion.

To offer a different and, perhaps, a new perspective to this controversy, perhaps we should look at ourselves as employees of the National Park Service first and as protection rangers, interpreters or resources managers second. After all, our jobs interface with a great many disciplines that go far beyond what we perceive our specialty to be.

Mike Hill’s article in the fall, 1987 issue of Ranger touches on this concept. It appears that Biscayne is attempting to involve its ranger force in the multiple features of a park’s operations. I would hope that the rangers there also have an involvement with the other aspects — maintenance and administration — of the management of that park.

While at Joshua Tree National Monument a number of years ago, we began training employees from all divisions in skills related to technical rock rescue. With a growing climbing clientele, it was obvious to park management that more resources than the protection rangers could provide were needed to effectively carry out the increasing numbers of SAR’s that were occurring.

Divisional lines broke down as employees of all divisions began training and participating in technical rescues. From the park superintendent to the first year seasonal, employees of all divisions participated in rescue emergencies. Ongoing training throughout the visitor season helped to ensure that skills were developed and improved upon.
A fall-out of this was that everyone became involved with each other's programs and actively participated in them. Patrol rangers volunteered to give interpretive programs and shared daily maintenance duties in conjunction with their assigned patrol functions. Maintenance workers became more comfortable talking to visitors, giving out information and assisting at the scene of accidents and other emergencies. Interpreters assisted patrol rangers in actively looking for violations and taking part in emergencies of a non-law enforcement nature. We worked in a team approach to accomplish the necessary work, and all of us felt we had an active role in the overall administration and operation of the park.

In short, we became employees of the National Park Service and not interpreters, protection rangers, maintenance workers or administrators. We maintained our specialties in many regards but blended our primary functions into a program that would assist and complement other divisions. The park resources were better protected and park visitors realized a higher level of service.

Jan Dick
Nez Perce

Editor:
At the Rendezvous, there seemed to be a strong consensus that the Ranger Museum was a very worthwhile project. It also seems that contributions from ANPR members are slacking off. We have some more money to raise.

I made a challenge from the floor and will make it again for the benefit of the whole membership. Many of us had a rather substantial, unanticipated increase in personal revenues this year due primarily to rapid oxidation of combustible forest products. I would like to challenge each member to contribute 1% of their fire money to the Ranger Museum. Not their base, just the extra that they made.

Accordingly, I'm sending my check for $12.84 to ANPR Ranger Museum, P.O. Box 222, Yellowstone National Park, WY 82190.

C'mon guys, ante up.

Mike Hill
Biscayne

Hot Line
Not a few people have told me that they have thought about writing letters to the editor, but that they haven't either because they don't have the time or because they don't feel their writing skills are good enough. Those reasons also appear to underlie the dearth of responses the Association receives whenever comments are solicited from the membership on any given issue.

In order to partially rectify that situation, Ranger is instituting an editorial "hot line" through which you can call up and register your sentiments on matters discussed in these pages. If you've got something you want to speak up about, you can call me between 8 and 10 p.m. on Monday nights at 703/522-4756. I'll record and write up your comments and post them under this heading in the next issue of Ranger.

This is your chance to speak up. Pick up the phone and spend a few quarters to make your sentiments known to others.

R&R Accessory Items
UNIFORMS, INC.

Dear Member:

After researching the possibility of an R&R Uniform catalog of miscellaneous merchandise that could be sold through ANPR to Service employees, we've determined that it will be possible for us to offer you such items at a savings over retail prices and support the ANPR.

Accordingly, we are now making available the badge case (left) and a number of other highly sought-after items at a discount to you. We look toward expanding our selection of accessory items based on the response we receive from Service employees.

We'd like to hear from you concerning these or other items you might be interested in. If you have any questions or comments, please call Linda Balatti at 202/543-9577.

Robert W. Gates, Jr., President, R&R Uniforms, Inc.

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Add $2.50 shipping and handling for all orders.

Sub Total: $2.50

| □ VISA or MasterCard
| □ Check or Money Order (Sorry, No C.O.D.'s)

Add 7% Sales Tax

TOTAL

Credit card numbers

Expire

Name (as on credit card)

Mo, Yr.

Send To: R&R Uniforms, 260 Cumberland Bend, Nashville, TN 37228

Ship To: Name

Address

City State Zip

Date

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Board Meetings

The first meeting of the Association’s board of directors was held on the Monday morning before the Rendezvous officially opened. The entire board was present with the exception of Bill Blake (West) and Dennis Dimanson (Rocky Mountain), neither of whom could not make it to the Rendezvous this year. Frank Dean of Yosemite sat in for Bill.

Jim Tuck opened the meeting with a motion that the reports on the board meetings from Rendezvous X which appeared in Ranger be accepted in lieu of the secretary/treasurer’s minutes, which were not prepared before the sessions in Jackson Hole. Laurie Coughlan asked that they be amended to include the board approval of the special summer mailing of information on the Rendezvous which was conducted last August. A motion was made to approve as amended; it passed unanimously.

Jim then briefly discussed some of the bylaws which would be relevant to actions taken at the Rendezvous, particularly the provision that any resolutions that come out of the general meeting are not binding and must go on the ballot for full membership vote. Misunderstandings on this point led to confusion in implementing the membership survey that was recommended by the ANPR goal-setting workshop that was held in Jackson Hole, since there was no member authorization to conduct what estimates showed would be a fairly expensive survey.

Debbie Trout followed with her executive secretary’s report. She began by noting that Debbie Gorman would be taking over for her in all capacities after the Rendezvous. The two held a transitional meeting in August, and Debbie Gorman had at the time taken on all the position’s duties except for the maintenance of ANPR finances. Debbie then gave a full report on the Association’s accounts.

As of September 30th, the Association had $72,939.18 in total funds — $26,039.55 in the life account ($9,752.68 in a certificate of deposit and $16,286.87 in a money market fund), $7,221.79 in the regular raffle account, $19,337.03 in the Rendezvous X checking account, $876.07 in the Rendezvous XI checking account, and $19,464.74 in the Association’s regular operating account.

Debbie Gorman followed with her business manager’s report. She began by noting that the current membership (all categories) stands at 1,652, which is up significantly from the total last December. There was also a 14% increase in the number of life memberships.

As of October 23rd, there were the following numbers of people in these categories: regular - 1,203; associate - 97; sustaining - 4; life - 226; subscribers - 9; honorary - 6; complementary - 75. (Note that these numbers don’t total up to 1,652 because they don’t include memberships received too late to be tallied). The regional breakdown by all categories was as follows: Alaska - 84, Mid-Atlantic - 186, Midwest - 124, North Atlantic - 130, National Capital - 118, Pacific Northwest - 85, Southeast - 205, Southwest - 115, Rocky Mountain - 255, and West - 318.

Debbie said that her goals for the coming year are to review and update membership data, update the listing of life members, pursue overdue life membership payments (a fair number have not yet paid all installments on their life dues), put all financial information into a spreadsheet, and revise regional membership lists.

Jim then brought up the need to purchase a computer and printer for the business manager. Since the Association purchased a computer system for the magazine editor this year and since both the editor and business manager are under contract, it seemed both fair and appropriate to buy her one as well. A motion was made to spend a maximum of $4,000 on a computer, printer, peripherals and software for the business manager, and that this system should be compatible with the one purchased by the editor. It passed unanimously.

Jim next talked about his own resignation, and explained that he had reluctantly decided to do so because of the increase in responsibilities he had assumed during the year following the birth of his second son. He said that he felt he wasn’t able to give enough time to the presidency to enable him to do the job he wanted to do, so he instead opted to resign in favor of someone who could devote more attention to the Association’s affairs.

He then summarized the three ways in which a replacement could be selected — by taking floor nominations at the Rendezvous for a regular election, by board appointment (an action which would require revision of the by-laws), and by the vote of members in attendance at the Rendezvous. It was noted that revisions to by-laws require a 60-day advance notice, thereby eliminating that option, which the board members were largely opposed to in any case. Board members also felt that the third option was unacceptable, since the membership had in the past decided on elections by ballot in order not to disenfranchise those not attending a Rendezvous. A motion was made to table any action on this issue until the following day, but died for lack of a second. It was then moved that nominations be taken on the floor for the election of a president for a one-year term according to normal procedures. It passed unanimously (including a written proxy vote from Bill Blake). A question was raised as to whether Jim Tuck or Maureen Finnerty would serve as past president on the board after the election. It was determined that Maureen would in fact be the actual past president, and she agreed to continue in that capacity.

Ranger editor Bill Halainen followed with a report on that publication. He said that this year’s issues had followed the two themes that seemed to be of most interest to members at last year’s Rendezvous — protection of park resources and the 025 grade study. The feature story in each of the three post-Rendezvous Rangers dealt with an aspect of resource protection — ARPA violations in the spring issue, ranger involvement in resource management in the summer issue, and poaching in the fall issue. All three also carried articles on the 025 study and the implementation of some of its findings. He said that he was interested in any ideas members might have for the coming year’s issues, and added that there would be an open meeting on Wednesday night to get member ideas on both future features and on ways in which Ranger might be restructured to better serve the membership. Bill concluded by thanking the board for authorizing the purchase of a computer and printer, which he said had greatly facilitated the preparation of the magazine.

A motion was made to increase the editor’s salary from $2,400 per year ($600 an issue) to $4,000 per year ($1,000 an issue), effective January 1st. The motion passed unanimously.


Beginning Balance (January 1, 1987) ..................$14,031.65

Receipts ..............................................$24,226.80

Accrued Interest ..................................508.57

Ranger ..................................................1,034.00

Dues/Membership ...................................12,810.00

Rdvz./Conference .................................1,237.50

Donations: 
Ranger Museum ..................................196.00
Super Raffle ........................................8,010.00
Executive Travel .................................430.73

Expenses ............................................$18,793.71

Bank charges ......................................8.96

Ranger ..............................................11,225.00

Dues/Membership ..................................85.00

Rdvz./Conference .................................957.38

Legal Fees .........................................225.00

Travel ..............................................593.09

Postage .............................................1,084.83

Telephone .........................................346.58

Supplies/Printing .................................1,046.02

Mail Service ......................................200.00

Super Raffle .......................................1,333.78

Ranger Museum ..................................196.00

Executive Secretary ............................2,000.00

Ending Balance (September 30, 1987) .............$19,464.74
Committee reports then were presented, beginning with Kurt Topham's summary of marketing activities.

Kurt offered apologies for being relatively inactive over the past year, which he said was the consequence of having had other priorities taking up all his time. He offered to resign if the board felt that someone else could be more effective in the position, but added that he would make a major effort to get things done in the coming year if the board chose to keep him on board. He was asked to continue as chair of the marketing committee.

Kurt reported on the status of current items being offered by the Association, and suggested several other items that might be offered in the future:

- Lapel pins - Jim Hill, the concessioner at the Statue of Liberty, donated 500 pins with the Association's logo on them to ANPR, one of which went to each registrant at the Rendezvous. These could be produced for sale.
- Coffee mugs and beer steins - The inventory on these was just about exhausted, so new mugs and steins were ordered and received prior to the Rendezvous. The former will be sold for about $4.50, the latter for about $7.50.
- Polo shirts - The current inventory is just about exhausted. They weren't very popular and will be discontinued.
- ANPR patches and decals - There are many of these still available, and an inventory will be maintained.
- Tie tacks - Arrowhead and badge tie tacks could be made available to the membership, but it was pointed out that each is specifically protected by regulation. Kurt said he would check further on the legality of their commercial reproduction.
- Belt buckles - ANPR buckles could be produced in a variety of mediums, including wood and brass. Costs would run from $5 to $18. Western Heritage, the company that makes the popular NPS belt buckle, is very interested in working with us on whatever choice we might make.
- Other items - Among the other items available for consideration were key chains, leather pocket notebooks, pocket knives and a desk set — each with the ANPR logo.

It was decided that the samples Kurt had would be put on display for consideration by the membership. Those that proved most popular would be included in the items offered for sale by the Association.

Kurt concluded by noting that there's about $2,000 currently in the marketing account, which should be sufficient for the acquisition of a stock of new items.

Debby Bird reported that there hadn't been much action on the seasonal interests committee over the past year due to her two moves and extensive time commitment, and recommended that another chair be selected for the committee for the coming year.

Jim Tuck gave the fund-raising committee report. Rob Arnberger, who agreed to chair this committee, had to step down due to a transfer and increase in work duties. During the past year, however, the Director asked that a fund-raising brochure be developed to raise money for the ranger museum, so it appears likely that ANPR may be able to defer fund-raising on this project to the Park Service. Unless someone else is found who is interested in undertaking another ANPR fund-raising project, this committee will remain inactive.

Noel Poe then presented the draft proposal from the career counseling committee. The board generally concurred with the report, but thought that the committee probably should work together with the training committee since their objectives are quite similar.

Jim then presented the findings of the political involvement committee, which had been chaired by Rick Smith and Bill Wade, and a report evaluating the effect of lobbying activities on the Association's tax-exempt status, which was prepared by Jake Hoogland, ANPR's legal advisor. Both of these reports appear on page 11. Jim asked that these reports be discussed with the regional caucuses, and that they then be brought up on the floor during the business meeting.

Tom Cherry, the chair of the housing and quarters committee, reported on developments in that arena over the past year. He first noted that there had been very little response to his request for comments on the Service's housing problems and policies - only two phone calls and two letters, and two of these dealt with local park issues. Because of this, he wondered if the members were even interested in keeping this committee going. It was decided that the members should be polled on their thoughts in the regional caucuses, and that the board would then make a decision on what to do in its final session on Saturday.

Laurie Coughlan presented a report on the training committee. She read the questions put to the membership in the spring Ranger and the summary of their responses that appeared in the fall issue. In keeping with the committee's recommendations, Bill Wade arranged a situational leadership training course which was held before the Rendezvous; although attendance was low, those who took the course were enthusiastic about it and similar efforts will be made in the future. Laurie also noted that WASO training has supported the committee's efforts.

Since dual career committee chair Lorrie Sprague could not make it to the Rendezvous, Jan Hill summarized the committee's accomplishments over the past year. The principle achievement was the continuing success of the dual career directory, which will go into its second printing in November with about 100 couples participating. Headway was also made in getting dual career concerns brought before the management of the Park Service. At least partially as a result of Association efforts in advancing dual career concerns, the director issued a policy statement supporting spouse placement assistance (Personnel Management Letter No. 87-07[300]) in August which, among other things, states that "managers, supervisors and personnelists are to make a concerted effort to assist these employees with their placement needs."

Board members felt that ANPR efforts on behalf of all dual career couples — both those in which each spouse works for the NPS and those in which one works for the Service and one works outside the agency — should continue, and a decision was made to make this special (or temporary) committee a permanent ANPR committee.
The next item on the agenda was the subject of by-law revisions. A number of minor changes were approved without debate, but there was extensive discussion on several substantive changes:

- Transfer of memberships to surviving spouses - Board members felt that life (and other) memberships should terminate with the death of a member;
- Mid-year officers’ meeting - A by-law revision which would allow an ANPR-funded mid-year meeting for the five officers (president, vice-presidents, business manager and secretary/treasurer) of the board to conduct pressing business met with a lukewarm reception. Members wondered if the work accomplished would warrant the expenses incurred. It was decided that action would be deferred on this until it could be discussed at regional caucuses.
- Geographic representation - A proposal to change the regional representation system to one in which there would be four geographic representatives along with a number of elected subject matter specialists (in interpretation, SAR, EMS, etc.) was discussed at length. Those opposed felt that it would make communications with regional members even more difficult; those in favor thought that it would be beneficial to have subject specialists on the board to deal with topics in their fields of interest. Action was deferred until Rick Gale, the idea’s main proponent, could explain the proposal in detail, after which it would be brought up before regional caucuses for review and consideration.
- Election timing - The proposed revision called for the nomination and election of new board members before a Rendezvous so that they would have a chance to sit in on a board meeting before taking office, thereby smoothing the transition between boards. A number of concerns were raised, including the increased costs for board members, who would now have to pay to attend three longer Rendezvous (board members usually attend meetings for two days before the actual Rendezvous begins). A quick straw vote was taken to see if there was any support for this revision. All were opposed.
- Election procedures - A change in the method of electing from the current system to a preferential system was discussed. The main virtue of the latter would be that it would eliminate the possibility of a candidate being elected by a plurality (non-majority) vote. Board members, however, felt that too many votes would be invalidated due to the relatively high probability of balloting errors in this system. A motion was made to continue to conduct elections under the current system. It passed on a majority vote.

A discussion of the proposed budget for the coming year followed. Tom Cherry brought up a proposal to reimburse board members for the costs they incur each year to attend the two extra days of board meetings before the Rendezvous. Tom felt that more lower-graded employees would be encouraged to run for the board if they knew that part of their expenses would be covered by the Association. Such a reimbursement would cost the Association about $2,200 per year (two days lodging and per diem per member).

Since it appeared that this might put the Association’s operating account in the red, the possibility of raising dues from $20 to $25 was brought up. Opinions varied considerably on the appropriateness of such an action, so Jim asked that this issue also be brought before the regional caucuses for their consideration.

Jim then talked about the member survey which had been discussed and recommended at Jackson Hole. He had talked to professionals who conduct such surveys, and found that a proper survey would cost about $7,500. Jim then asked both the board and the general membership what questions they wanted asked in such a survey and received very few responses. Because of the potential cost and the apparent indifference of members to such a survey, the board decided not to pursue it in the coming year.

This first board meeting concluded with a number of decisions on minor matters. It was agreed that:

- action should be deferred on fundraising until a chair for the committee could be found;
- a proposal to provide credit referrals for seasonals should be researched by the member from Hot Springs who asked that such action be considered by the board;
- no action should be taken on the development of a commemorative firearm due to lack of member interest;
- the membership brochure should be reviewed and revised by someone knowledgeable in publication design.

The second board session was held on the following morning, and began with a presentation by Rick Gale on his proposal for geographical and functional representation.

Rick’s position was that it would be better to have a combination of subject specialists and geographic representatives (northeast, southeast, southwest and northwest) on the board than to have ten regional representatives because the Association deals with more “functional issues” — such as housing, 025 grading, and resource protection — than regional issues. He asked that the proposal be given more consideration than at the last Rendezvous, where it was dismissed without much discussion, and added that it was more important to conduct a thorough review of the idea than to act on it immediately. Jim asked that this be brought before the regional caucuses for consideration.

Jim then read a letter from John Cook asking the Association to consider a joint meeting with the Employee and Alumni Association (E&A) at a future Rendezvous. A motion to hold an overlapping meeting with E&A at a Rendezvous was made and passed unanimously.

Cliff Chetwin brought before the board a proposal to investigate the possibility of developing Association-sponsored liability insurance which would protect employee members from civil suits in which they are named individually and the government will not defend them. He provided the details on an incident in which this happened at Salinas this year. Board members favored the development of such an insurance program, and Jim asked Cliff to chair a special committee to investigate the options available to us.

Dennis Burnett followed with a report on future Rendezvous sites. The site selected for the 1988 Rendezvous, which will take place between October 8th and 14th, is the Snowbird Resort in Alta, Utah, located 30 miles south of Salt Lake City. Lodging will be in the resort’s new Cliff House, and the room rate will be $49 per night, single or double occupancy. Most air fares to Salt Lake are fairly cheap, with good direct flights available.

The Arlington Resort Hotel and Spa in Hot Springs, Arkansas, was recommended as the best available choice for a mid-states Rendezvous in 1989. The dates would be October 22nd to the 27th. Since the location, room rates ($45 per night), support facilities and travel connections all met our needs, a motion was made to approve that site for 1989. It passed unanimously.

Dennis then proposed that we consider a hotel in Fort Myers, Florida, for the Rendezvous in 1990. The Association hasn’t met in a warm climate location yet, and the hotel has agreed to offer a rate of $45 per night three years ahead of time — an “extraordinary deal.” Travel would also be relatively easy due to the number of cheap flights available to Florida. It was moved that we go to Fort Myers in 1990; the motion passed unanimously.

A discussion followed on possible sites for Rendezvous after 1990. The consensus of the board was that a western location should be picked in 1991, and that Dennis should check out Las Vegas, Jackson Hole, several locations in Canada, and the possibility of a shipboard Rendezvous cruise between Seattle and Glacier Bay.

Jim suggested that the Association designate one person to work out written contracts with each site prior to the Rendezvous to assure that the involved parties agree to and abide by all arrangements. He noted that the problems which we experienced with the management at Great Gorge
Scenes from the Rendezvous
Clockwise from top left: Socializing around the keg in the hotel's Wall Street Room; Kathy Clossin and Nancy Wizner announce winners of the “door prizes” (formerly known as “raffle items”); Director Mott prepares to start the First Nocturnal Fun Run; Bill Wade and Rick Gale count up fines; Bob Panko coughs up $4 for Magistrate Gale. Photos by Sherrie Wade and Karl Merchant.
resulted from having made oral agreements and from several complete turnovers in hotel staffing between the time initial arrangements were made and the time the Rendezvous was held. The Association would pick up the tab for a trip to the site to work out the contract. Dennis supported this idea. Since several people were interested in taking on this responsibility, Jim asked that members think about this a bit more before making a choice.

Jim concluded the session by asking board members to review the letter which Bill Halainen had written to him concerning the Association’s future directions and to suggest ways in which some of his ideas concerning services to members could be implemented.

The final board meeting was held on Friday evening, and about 20 non-board members sat in on the session. Since the main point of the meeting was to decide on what action to take on matters that had been discussed at regional caucuses (see the “General and Business Sessions” report for a summary of the caucuses) and previous board meetings, the session can best be summarized by listing the decisions which were made:

• Membership brochure - It will be revised by Bill Halainen. A draft will be circulated to the board for review.
• Committee chairs and coordinators - Dick Knowlen will be the Rendezvous XIII coordinator; Maureen Finnerty will chair the fund-raising committee; Kris Bardswill will chair the seasonal interest committee.
• Contract negotiations - Kathy Loux will negotiate site contracts for the Association and will work closely with Dennis Burnett on Rendezvous arrangements.
• Magazine deadlines - The deadlines for the next four issues of Ranger will be November 15th (winter), February 5th (spring), May 5th (summer) and August 5th (fall). (Editor’s note: The last deadline has been moved up to July 29th to assure sufficient time to get the fall issue completed and into members’ hands before the Rendezvous).
• Liability insurance - Frank Dean read a resolution from the Western Regional caucus asking that a committee identify possible sources for such information and report back to the board by June 1st. A motion was made to accept this resolution; it passed unanimously.
• Future directions - The board decided that Bill Halainen’s letter on future directions for the Association should be reprinted in the next Ranger. (see page 26.)
• Committee chairs and coordinators - The final action of the board at this year’s Rendezvous was to set some due dates for the coming year to assure that established objectives are accomplished:
  • December 1 - Resubmission of letter to WASON directoar asking that seasonals be allowed to apply to more than two parks each summer (Jim Tuck)
  • January 1 - Completion of draft revision to membership brochure for review by board (Bill Halainen)
  • January 1 - Completion of a revised dual career directory (Lorri Sprague)
  • February 1 - Completion of a new member information and orientation packet (Debbie Gorman)
• February 5 - Completion of inventory of marketing items and submission of ad for Ranger (Kurt Topham)
• February 5 - Completion of a winter seasonal hiring survey and submission to Ranger for publication in the spring issue (Barb Maynes, Bill Halainen)
• February 5 - Completion of survey of hiring officials to determine what they prefer to see in KSA’s (Bill Fink)
• June 1 - Completion of a revised and reviewed guide to preparation of 171’s, which will be available to members at cost (Jim Tuck)
• June 1 - Completion of report to board on liability insurance for members (Cliff Chetwin)
• July 29 - Completion of a summer seasonal hiring survey and submission to Ranger for publication in the fall issue (Barb Maynes, Bill Halainen)
• October 1 - Arrangements for course on supervisory training to be held before Rendezvous XII (Laurie Coughlan)

Summary of Motions

• To accept the report on last year’s board meeting that appeared in Ranger in lieu of the secretary/treasurer’s report, which was not submitted. Action: Passed unanimously with minor amendment.
• To approve the expenditure of not more than $4,000 for the purchase of a computer, printer, peripherals and software for the business manager, with the stipulation added that the computer be compatible with the one purchased for the editor. Action: Passed unanimously.
• To table the discussion on the mechanism for replacing the president from the Monday meeting to a later time. Action: Failed for lack of a second.

Continued on page 31
Report of the Political Activities Committee

At Rendezvous X, the membership directed the President to appoint a committee to examine the potential for increased political activity on the part of the Association. The President appointed Bill Wade to chair the committee. Members included Mike Finley, Maureen Finnerty, Andy Ringgold, and Rick Smith. The committee examined several questions in relation to this issue. They were:

1. Should the ANPR move to establish formal relationships with key Congressional committees?
2. Should the ANPR indicate to these committees the Association’s willingness to testify at committee hearings on legislation of interest to the NPS?
3. Should the ANPR indicate the Association’s willingness to testify on civil service legislation before Congressional committees?
4. Should the ANPR move to establish formal relationships with the Department of the Interior, perhaps at the Assistant Secretary level?

The consensus of the committee is summarized below.

1. The Congress gets its work done in committee. Key committees for the National Park Service include the Senate Energy and Natural Resources and the House Interior Committees. Both committees have subcommittees which deal with NPS issues. Both houses also have appropriations committees which consider items of crucial importance to the Service. Over the years, the ANPR has established informal communications with key staff people on these committees; indeed, some have been members of the ANPR. This arrangement appears to have worked satisfactorily on most issues. Housing issues have been a major exception. The informal contacts have not produced any action on the part of the Congress. Notwithstanding this frustration, we believe that any attempt to formalize these contacts is not advisable. Much of the work of the committees involves decisions made along political lines. We do not believe that the ANPR can afford to become involved in such politics.

2. As to testifying before such committees on relevant legislation, we believe that we should approach this problem very carefully. In the first place, preparing Congressional testimony is time consuming and tedious. It requires research and the most careful kind of writing and editing. Most times, the testimony must be presented in person. The one testifying must be available for questioning by committee members. Our question is: who has the time, energy, and skill to present such testimony? How will we know that we are expressing the will of the membership? Who will prepare testimony and supervise its editing? These are not questions designed merely to muddy the issue. They are real issues that must be resolved before we take on the task of testifying in front of Congressional committees considering NPS-related issues.

3. Testifying on civil service legislation is an even more complex issue. There is a sizable group of ANPR members who believe this is mandatory if the Association is really going to represent its members. Again, our committee saw many of the same problems. Where will the Association fund the expertise to develop testimony on items such as 20-year retirement, FERS, classification issues, and the like? Who would write and edit the testimony? Who would deliver it and be available to answer committee questions? How would we assure that our position was supported by the membership?

4. The committee believes that relationships with the Department are well within the scope of the Association’s purposes. We would urge the President to attempt to meet with Department officials when the opportunity presents itself. We believe it would be advantageous for Department officials to know what the Association stands for and what our action program is.

All of these questions revolve around two major points. The first issue to be resolved is what extent does the Association want to reach out beyond the Service to influence decisions about the System. In the first 10 years of our organization history, we have, with some exceptions, tried to influence the management of the System from within. Our efforts have yielded varying results from fully successful to almost complete failure. Once we reach outside the Service, we lose one major advantage. The NPS administration knows ANPR members. We have credibility with them. Outside, we are just another lobbying group whose interests will be regarded by those we are trying to influence as self-serving. We will be largely unknown and unproven. Moreover, we will pay a political price inside the Service for our outside activities.

The second issue involves questions of resources, both human and financial. If we do reach outside the Service, we want to make sure we do it right. This will require resources far beyond those the Association currently has available. We will have to have people available to us who understand the influence business in Washington. We will have to assure ourselves that they are concentrating on issues of significance to our members. We will have to support them as they lobby the Congress and other decision centers. We will have to pay them to do the necessary research to develop testimony to deliver to the Congressional committees. Many professional associations have membership dues well into the hundreds of dollars on an annual basis. Representation in Washington is expensive business.

The committee therefore respectfully recommends to the Board that this issue be fully explored with the membership at Rendezvous XI. Chairman Wade will be in attendance and can summarize this report. The committee does not feel that the Association can successfully work with the Congress in a formal way under our current organizational structure and with our current economic resources. If the members wish to do more in this regard, they must make the necessary changes to provide some staff and more resources. Our officers are volunteers. We cannot ask them to also fill the role of professional staff members.

Thanks for the opportunity to consider these questions. It has been a fascinating challenge.

Richard B. Smith
Committee Chair

Report on Tax Status and Lobbying Activities

Rick Smith has asked me to put together some information on the impact of political lobbying and ANPR’s tax exempt status. Here are some thoughts on that topic.

In November of 1986 the IRS proposed sweeping new changes that address lobbying. Below are summarized some of those changes.

Under IRS regulations, a 501(c)(3) organization must limit lobbying to an insubstantial part of its activities. If an organization’s activities influencing legislation are a substantial part of the organization’s activities, the organization can lose its tax exempt status.

Under sections 501(h) and 4911 of the tax code added by section 1307 of the Tax Reform Act of 1976, charitable organizations can elect to spend up to a certain percentage of their “exempt purpose expenditures” to influence legislation without violating section 501(c)(3). An organization can elect to use this expenditure test and set specific limits on what is termed direct lobbying or “grass roots” lobbying expenditures. A 25% excise tax applies on the greater of the amounts by which an organization’s lobbying expenditures exceed its lobbying non-taxable amount, or the amount by which its grass roots expenditures exceed its grass roots non-taxable amount. If an organization’s lobbying expenditures or grass roots expenditures normally exceed the corresponding ceiling amount the organization will cease to be described in section 501(c)(3) and cease to be tax exempt.

Continued on page 21
**General and Business Sessions**

A brief opening session of the Rendezvous was held on Wednesday morning.

Following introductory comments by Jim Tuck, there were welcomes and greetings from Mid-Atlantic Regional Director Jim Coleman, Superintendent Janet Wolf of Morristown and Assistant Superintendent Dick Ring of Delaware Water Gap. Dick spoke on behalf of Superintendent Amos Hawkins, who said was “struggling over a PD for a ranger (engineer) for Steamtown.”

Jim then gave his report on the “state of the Association”, a summation of which can be found under the “President’s Message” on page three.

The second general session was held on Thursday morning.

Jim Tuck began by asking members if they wanted the minutes of last year’s meeting read to them from Ranger. Motions to forego reading last year’s minutes and to accept them as written were made; both passed unanimously.

A summation of member feelings on key issues from the five eastern regional (NAR, MAR, NCR, SER, MWR) caucuses was presented by Laurie Coughlan. Those members:

- opposed reorganizing the board to reduce the number of regional representatives;
- favored having subject matter specialists available to the board, but not on it;
- suggested that a specific questionnaire on employee housing concerns be developed in order to elicit more comments from the members;
- asked that information packages be created and sent to all new members;
- approved an increase in dues only if necessary and as long as it was accompanied by an increase in benefits to members (most felt that the current dues are reasonable);
- supported the development of a career counseling and training committee;
- agreed with the findings of the political involvement committee; and
- opposed a mid-year board meeting.

Noel Poe presented a similar summary for the western regions, whose members:

- expressed considerable concern about getting input from members up to the board and president for action, and suggested a greater emphasis on use of park reps to improve such communications;
- favored further examination of the reorganization of the board along functional/geographic representation lines, but advocated the improvement of communications in the interim;
- did not object to raising dues if such an action proved necessary, but suggested that such an increase be either prorated by grade or reduced for seasonals, and that the board look very closely at the budget before approving any increase;
- agreed with the findings of the political involvement committee; and
- supported continued efforts at raising funds for the ranger museum, including the possibility of earmarking a portion of member dues for the museum.

This session concluded with the presentation of the business manager’s and editor’s reports (see “Board Meetings” for those summaries).

The first of three general business meetings was held on Friday morning. Except for some committee reports (summarized under “Board Meetings”), the main order of business conducted during this meeting was the nomination of officers for the board. The following nominations were made:

**President** (one year)
- Bill Supernau, MARO Ranger Activities
- Noel Poe, Capitol Reef
- Mac Shaver, Theodore Roosevelt
- Susan Oldham, NPS
- Rob McKee, NPS
- Western Vice-President (two years)
- Mike Hill, Biscayne
- Rick Erisman, C&O Canal
- Eastern Vice-President (two years)
- Noel Poe, Capitol Reef
- Mid-Atlantic Regional Rep (two years)
- Roberia D’Amico, Colonial
- Pacific NW Regional Rep (two years)
- Jan Dick, Nez Perce
- Southeast Regional Rep (two years)
- Jan Hill, Everglades
- Southwest Regional Rep (two years)
- Jerry Yarbrough, Amistad
- Jim Carson, Guadalupe Mountains
- Dale Thompson, Big Bend

**Western Regional Rep** (two years)
- Phil Young, Santa Monica Mountains
- Frank Dean, Yosemite
- Betty Knight, Sequoia/Kings

**Midwest Regional Rep** (one year)
- No nominations*

*Tom Cherry resigned at mid-year, but was asked by many to remain on the board. When no one else was nominated, Tom commented that he “should be working in Steamtown, because this is a real railroad job”. He graciously agreed to stay on, however.

The second business meeting was held that afternoon. Since no one had any old business to bring up, Jim Tuck opened the floor to new business.

The first item that came up for discussion was the possible inclusion of Edward Abbey on the program at the Rendezvous next year, and a request was made for a “straw vote” on whether or not the members were in favor of such an idea. Jim pointed out that it was not necessary to take formal action, since Jim Brady, next year’s program coordinator, would not doubt be happy to look into the possibility. A motion was nonetheless made to formally recommend that we seek to have Abbey as a speaker. In the subsequent discussion, most members said that they thought the motion was unnecessary, and it failed to carry.

An extensive discussion then followed on the need to conduct more business on the floor during the Rendezvous and less during the board and caucus meetings. It was pointed out that we have gone from a time when almost all the business of the Association was conducted on the floor to the present situation, where most of it is taken care of by the board or by general
memberships. Although the several people who spoke to this issue all said that they had faith in the board and had no desire to discontinue general membership voting by ballot, they were still concerned about the "disenfranchisement" of members who attend the Rendezvous. Since these people are often the most dedicated and interested members, it's important to increase their participation in decision-making.

Other members said that the regional caucuses had devalued the importance of the general membership meetings, that the cost of attending the Rendezvous for board members would decrease if more business was conducted during general sessions, that the board should just deal with basic administrative matters and bring up larger issues on the floor, and that the membership becomes more aware of issues when they are dealt with in the larger forum of the general meeting.

A motion was made to have the president appoint an ad hoc committee to discuss the issue of restructuring business meetings to deal with these concerns. The motion passed unanimously. Joel Poe, Fred Harmon, Rick Gale, Barbara Maynes, Cliff Chetwin, Mike Brown, Linda Thoms, Dennis Burdys, David Mihalic, Mac Shaver, Dick Ring, Bill Fink and Mike Hill volunteered for and were appointed to the committee.

The third and final business meeting was held at the close of the Rendezvous on Saturday afternoon.

Dave Mihalic began by reading the report of the ad hoc committee (see below). Following a brief discussion of its contents, Jim Tuck referred the matter to the new president for action.

Jim then reported on the decisions made during the board meeting on Friday night (see "Board Meetings"). The only comment made on the summary was that the Ft. Meyers site selected for the Rendezvous in 1990 should be reconsidered because it was too hard to get to from any airport, too far from a park, and potentially more expensive than sites in Miami. Jim Tuck said that Dennis Burnett would be asked to explore sites in Miami, and that the board decision would be reconsidered after he had made his report on possible sites there.

A discussion was then held on the board decision not to transfer life memberships in the Association to surviving spouses following the member's death. Some felt that it was appropriate to transfer such benefits because it would not cost ANPR much to do so and because it was "the right thing to do." Others felt that a precedent shouldn't be set and that the board's decision was correct.

As a compromise solution in the one case that had arisen recently relative to this decision, a motion was made to give Mrs. Lucke (the wife of Tom Lucke, a life member who died this year) a lifetime subscription to Ranger. It passed on a majority vote.

Following the announcement of the winners of this year's super raffle (see "Awards, Events and Acknowledgements") and a standing ovation to Jim Tuck for his service to the Association in many capacities, the Rendezvous was officially adjourned until next year.

Summary of Motions
- To accept the minutes of the last meeting as printed in Ranger magazine. Action: Passed unanimously.
- To recommend that we seek Edward Abney as a speaker at the next Rendezvous. Action: Failed.
- To have the president appoint an ad hoc committee to discuss the issue of restructuring the Rendezvous business meeting to deal with member concerns about disenfranchisement. Action: Passed unanimously.
- To extend a lifetime subscription to Ranger to Mrs. Tom Lucke. Action: Passed.

Report of the AD Hoc Committee on the Restructuring of the Conduct of Business Meetings

The committee consisted of Michael Brown, Joel Poe, Fred Harmon, Rick Gale, Barbara Maynes, Cliff Chetwin, Linda Thoms, Dave Spirties, Dick Ring, Bill Fink, Mike Hill, Mac Shaver, and Dave Mihalic (Chair).

Perceived Problem: Discussion from the floor raised the issue that it appears there is a frustration on the part of members present at a Rendezvous that they have no input into the conduct of the business of the Association. This stems from, among other things, a feeling that "business meetings" are merely reports to the membership present; all actions have already been conducted by the board (with no implication meant that the Board has been in error); and that the reporting and synopsis of what transpired at the various caucuses was filtered and lost the "heart" of the discussion that generated the positions. In general, the members present felt that something had been lost and they had become mere onlookers at a "spectator Rendezvous". In fact, the members present want very much to be a part of the action and contribute to the resolution of the issues, problems, and positions that come before the Association. The bottom line is that members present at the Rendezvous want to contribute and not waste the assembled potential and energy of the whole group.

Recommendations: After considerable discussion and input, the committee unanimously agreed on the following procedures:

1. Pending and proposed issues and business items should be provided in advance to all the membership at large, and specifically, those who pre-register, so far as is practicable.
2. At the Rendezvous, the first Board meeting should be limited to housekeeping items only (and it is suggested to be held the day of registration).
3. Early in the Rendezvous, there should be an opportunity for discussion of caucuses.
4. The second Board meeting should take place at what was traditionally the first "business meeting," and should be:
   a. held in general session;
   b. cover all reports, committees, financial and similar presentations;
   c. no report of caucuses;
   d. "old" business.

In essence, the President should conduct a normal Board meeting, but in front of the membership. This meeting should end with the presentation of "new business" topics from both the Board and the membership present as well. No debate and only limited discussion will be held at this time. The topics will then be posted along with any issue point pro or con made at the time of presentation to allow opportunity for thoughtful consideration by all members present and for the Board to schedule the agenda for the next Board meeting.
5. The opportunity should be provided for further caucuses.
6. The third Board meeting will:
   a. be held late in the Rendezvous;
   b. be held in general session;
   c. provide opportunity for discussion and debate of the agenda topics;
   d. close the debate and vote the issues by either the Board members or a poll of the membership present (at the Board's discretion);
   e. entertain any additional business.
7. At the Board's discretion, there may be a final Board meeting immediately after the Rendezvous to handle housekeeping details.

Dave Mihalic
Committee Chair
Keynote Addresses

Senator Bradley's Comments

Senator Bill Bradley of New Jersey, who is, among other things, a member of the Senate Energy and Natural Resources Committee which oversees the National Park Service, spoke to a full house on land use and protection on Friday morning.

Senator Bradley began by recounting the story of a farmer who gave his granddaughter her "inheritance" shortly before he died — three seeds, one each of pole bean, tomato and morning glory. Although it might not seem like much of a legacy, Bradley said that it was in fact the greatest gift that he could give because the three seeds were "a part of his past, a part of our past, our genetic heritage, routed in the land." And it's the land and its products that have made this country and its people great.

The continuing search for such land, said Bradley, "sums up a big part of America's story." Ever since Jefferson worried that the original colonies, with an average density of about ten people per square mile (about the same as Idaho today), were becoming "too compressed" and densely populated, people in this country have looked westward to find more vacant land.

The history of America is different from that of European nations, Bradley said, because "our land sets us apart: its size, its diversity, its wilderness, its riches." For European immigrants, who had usually worked someone else's land, "vacant land meant independence."

"Although available in part because of the killing and displacing of native Americans (and) traded and resold in land speculations and swindles that made and broke many early American fortunes, the existence of vacant land ultimately meant that there could be a future for your children and your children's children," Senator Bradley said. "Vacant land meant a second chance, starting over. It meant hope instead of resignation and despair."

Today, however, most Americans have left the countryside far behind, he said, "with the exception of all of you who have the joy of working with the land." Instead, most live in places where the population is from ten to 100 times greater than it was when Jefferson wrote that we were too crowded. Not only that, but we are caught up in a high-speed, mechanized world that further alienates people from the land.

"We are isolated; it really is a 'lonesome crowd,'" he said. "It's as if we're all wearing Walkmans and setting them to a thousand different stations. It seems sometimes as if there is no common pulse, no larger rhythm to our lives. It's all noise and movement."

Although Americans are "a diverse, independent, restless bunch of people", we still feel "psychologically cramped", he said, noting how often people say that they "have to have more space." For this reason, we need the land "not only for the material wealth it provides... but also for a sense of who we are — individually and as a people."

The land, particularly in parks like Grand Canyon and Zion where geologic history is revealed, offer us "a sense of permanence" and remind us that, against that backdrop, "the evening news, the musings of pundits or even our lives seem but a nanosecond."

We also develop an awareness of our own history from the land, Bradley said, citing by example the ruts of the 150-year-old Oregon Trail which are still visible in southeastern Wyoming and the ruins of the pueblos at Mesa Verde and Chaco Canyon. People seeing these sites experience "a sense of awe, of mystery, as they connect with something larger than themselves."

The land also "teaches us the value of things that can't be bought or sold, traded or exchanged," he said. In an earlier time, for instance, people would have said that the endless grasses of the Everglades were valueless, but now we hold the same lands to be priceless.

"In our encounters with the land, we find freedom," Senator Bradley said. "Each of us is enlarged by finding something larger than we are. Something that lasts longer than we do. We find ourselves in the land in a way that we can't find ourselves in a crowd of strangers."

Americans, he said, owe something to the land. For the last two hundred years, we've "torn through this wilderness, slashing, cutting, burning, digging and drilling," and now we have to work toward preserving what is left.

"We can not create again what has been destroyed," he said. "As Aldo Leopold once said, the wilderness can't grow, it can only shrink."

Although our national parks and public lands are unique and preserve a good deal of the remaining land, our parks are also fragile and in need of continued protection. "The American people love their parks; the danger is that, without guidance and interpretation, they may love their parks to death."

"But the real danger to our parks lies in larger forces," Bradley said. "Every year, the concrete creeps closer (and) the subdivisions move nearer." There are also increasing environmental threats, such as biocide and pesticide pollution of park waters.

This problem can partly be resolved through increased education of the American people. If we can't create more wilderness, we can at least "create more people who are wilderness-minded — people who see themselves not as mighty overlords but (as) custodians of the realm, who find value in solitude and silence."

Bradley said that the creation of Pine-lands and Delaware Water Gap in New Jersey, the most densely populated state in the nation, show that this lesson is already coming through to people.

"As we in New Jersey reclaim the land and water, we are the beginning of the modern frontier that understands and appreciates the fragility as well as the restorative power of nature," he said. "What we're learning is that the land is like the human spirit. If we care for it and take time to explore its richness and variety, it will bloom again and again."

Referring again to the legacy of the farmer who left three seeds to his granddaughter, Senator Bradley closed by saying that "we must give the next generation

Senator Bill Bradley addresses the membership. Photo by Karl Merchant.
more than material goods; we must give those three tiny seeds, which represent the diversity of life, the life of our agriculture, and the life of our people."

"That's the key to a dynamic democracy, and the key to human survival."

Following prolonged applause, Senator Bradley made the following points in response to questions from the floor:

• The so-called Bradley Bill, which would return up to 1.3 million acres of Federal land in South Dakota to the Sioux in compensation for "gross treaty violations", would take no private or state land and preserves all existing rights.
• The Service will probably come out all-right in the upcoming budget, at least partly because the NPS "is self-evidently popular among many legislators."
• The proposed fee legislation will probably be passed in the first six months of 1988. Although entrance fees "offend me personally", Bradley said that he's not totally opposed to them if they mean that there'll be more money available to the parks. He would, however, oppose any efforts to make fee revenues base funding for the Service.
• Search and rescue - Director Mott quoted the statistics on searches and rescues in the parks in 1986 (2,675 SAR operations and 2,571 successful rescues at a cost of $1.64 million), and said that he wants to educate the public on the fact that rangers "constantly risk their lives to protect people" visiting the parks. "We've got to brag about that," he said. "We can't afford to be passive about our successes."
• Law enforcement - Although the director said that he has "some problems with law enforcement", which he feels is "not as important now as in the 1960's and 1970's", he said that he supported the development of law enforcement abilities in rangers because there's "no question" that they are needed. "I know that many of you risk your lives dealing with hardened criminals," he said. The director said he intends to look closely at 40-hour refreshers, though, to see if it's really necessary to devote 40 hours a year to them and to assure that they are dealing with important, contemporary enforcement concerns, such as arson, drugs and resource protection.
He talked about the recent Park Police initiative to get 15% pay raises, and said that rangers are the ones who should be getting such increases because of the variety and caliber of work that they perform.
• Field incident reports - Director Mott said that he reads all the serious incident reports that come to his office from Ranger Activities, and that they keep him current on what's going on in the field. He said that he was concerned to find that many people involved in these incidents are from metropolitan areas, and that they either need to be apprised of risks or accompanied on hikes into remote areas where they have never been before.
• EMS - Although 28 states have currently recognized the Service's EMS program, the remainder have not, and the director said that he's sent letters to each of them "to put pressure on them to get the problem straightened out."
• Health and fitness - Director Mott said that he supports the development of a health and fitness program for employees, both for health and appearance reasons. "Some of our rangers are developing pretty good pot bellies," he said, "and they don't look good in uniform." At present, the NPS is working with the Public Health Service on the development of standards.
• Interpretation - The director said that he wants to develop a site to interpret the history of native Americans prior to the arrival of Europeans. He said that he'd like to have a series of buildings "as good as the Air and Space Museum" which would have separate sections for various native cultures, complete with recreated environments — Hawaii, Alaska, etc. He also advocates the development of a site to interpret the slave trade so that Americans understand its impact on our history.
• Uniforms - Although most rangers "look sharp" in uniform, the director said that he's concerned that too many still wear mismatched or shabby uniform items. He asked that more attention be placed on proper uniform wear in the field.
• Grade comparability study - The director said that the task force has been working very hard "on getting people properly graded", and that "we have been derelict in getting our people up into the right grades" in the past.
• New parks - There will be a number of new parks coming into the system this year, he said, and added that it's important that we understand that future parks are "going to be different — they'll be jewels, but different kinds of jewels." He noted that there are about five million acres of "abused and discarded" public land in this country that, with the help of planners and others, could become prime areas 50 years from now. By example, he pointed out that the hills of Shenandoah were covered with cutover forests in the 1930's, yet the park is now one of the best in the system.
• Aircraft legislation - The director said that, along with new restrictions on flights over the Grand Canyon, the recently passed air craft legislation establishes two important points — "that silence is an attribute of the National Park System", and that wilderness "can also be a column of air over a park."
• Highway development - Director Mott said that he'd recently driven up a gravel road in Rocky Mountain National Park, and that the experience had reinforced his belief that primitive roads in parks must be kept that way as "another recreational experience we need to preserve" for an increasingly urbanized nation whose people are unfamiliar with such roads. "We can't make the parks absolutely sterile," he said. "We need to preserve and interpret old roads rather than pave them."
• Albright Fund - The Service is about to grant sabbaticals to 28 employees — eight of them rangers — for research, travel, education and other purposes. The director said he intends to build the fund to $5 million, thereby increasing the money available for sabbaticals (which comes from interest on the fund) and allowing expansion of the program.
• Special committees - Director Mott said that he has developed committees to deal with childcare needs (for both visitors and employees), prepare the NPS to enter the next millenia, develop a science quarterly (in lay language so that people will be able to keep up on NPS research), improve employee housing ("Our employees deserve first-class housing in a first-class setting"), insure that parks are properly and equitably staffed, and improve regional efficiency.
"The Service is in good, healthy condition," Director Mott said in conclusion. In order to assure strong, continuing support for the Service in coming times, however, "we will need to be more aggressive, to get our light out from under the bushel basket and let it shine."

The major topic of discussion during the question and answer period that followed was the interlinked problem of faulty internal communications and excessive paper requirements. Members emphasized a number of points, including how little information sent out by WASO makes it to the field, the glut of demands for information and the increasing amount of time required to meet them, the short turnaround times on most such requests, the difficulties people have in keeping up with the ever-increasing influx of documents that need to be read and commented upon, the increasing shift in workload from providing visitor services to completing paper, and so forth. Director Mott said he was impressed by the unanimity and intensity of member feeling on the subject, and said that he will look into it and seek a resolution as a top priority.

Deputy Director Galvin's Comments

Deputy Director Dennis Galvin spoke to the membership Thursday morning on "trends and forces that drive the National Park Service" and on topics that he felt would be of interest to the Association.

Galvin began the first part of his presentation by quoting two newspaper articles that he'd read recently, each of which indicated a coming trend in park acquisition and development. The first was a piece in a Scranton, Pennsylvania, newspaper which asked if an historic restoration of area industrial sites might improve the area's pride and self-image the way the creation of Lowell National Park has boosted the spirits of the community of Lowell; the second was an article in the Rocky Mountain Times which noted a shift in the economic perspective of Western states away from development and resource exploitation toward tourism, as the latter was proving to be more lucrative and less destructive in the long run.

These articles are hallmarks of the growing pressure to create new units in the National Park System, he said, and the creation of Steamtown and Great Basin show two disparate ways in which this pressure may manifest itself — the former was rushed through Congress to shore up a financially depressed area, the latter was created after nearly 50 years of efforts due to a change in local sentiment from firm opposition to aggressive support.

Although the parks in the system vary as widely in content and purpose as these two, Galvin said that they have one unifying force that holds them together — the Service's ability to plan. Planning, he said, has been a key factor throughout the Service's history. The continuity of this planning tradition, coupled with the expansion of the Service and the consequent opportunities for further development of planning skills, has given us a relatively unique expertise in this area. These skills will be increasingly important as we are called upon to develop new park units.

By example, Galvin talked about the Western Pennsylvania study being conducted by the Service at the request of area Congressmen. Service representatives looked at sites throughout the area, particularly those involved with the history of industrial evolution, and came up with four recommendations on ways in which the community could develop these areas and help themselves in the process. He said that this was a particularly good example of NPS expertise in preservation overflowing into the community. By combining the Service's ability to plan with the community's desire to help itself, area resources can be developed without direct Park Service management or funding.

Galvin then turned to the second topic of his presentation — issues of importance to the Association, which he said he had "gleaned from reading the company magazine." These were:
- Housing — The Service hopes to spend $30 million a year for the next ten years on the construction and rehabilitation of housing units in the parks. The inventory of permanent housing should go up from 2,800 to 3,200 with 700 new quarters constructed and the balance rehabilitated. About one quarter of the current inventory of 2,230 seasonal units will be phased out and replaced with about 900 new units. About 40% of our current quarters are
good; the rest are fair to obsolete. Galvin said that it was a "good question\" whether the proposal would clear OMB, but added that the Department supports the initiative.

- Budget — "You know as much as by reading the papers as we do,\" he said. The freeze and 10% cut in funds which were ordered in early fall were in anticipation of the mandatory 8.7% across-the-board Gramm-Rudman cuts which will be imposed if Congress and the Administration can't agree on a budget.

- Mobility — Although the reassignment mobility program is in place, very few people — about 120 people, or less than 1% of the work force — have used it so far. There have only been five requests for reassignment registers, partially because of the lack of applicants. Galvin said that WASO was willing "to let it bump along\" for awhile, but that if there isn't any increase in use it will probably be done away with.

- Career development — Galvin said that he had just finished reading a paper on the demographics for each of the series found in the Service. The 025 series is by far the largest in the NPS, he said, and no other is even close. Since 170% of 025's will be eligible for retirement next year, there'll be chances for some promotion. Once management positions are filled by some of the 45% of the work force in the 30-39 age group, however, there'll be little mobility for anyone right behind because that group will be around until retirement. This demographic problem is shared by others outside the NPS because of the "baby boom\" influx. The "classic\" resolution, he said, is to expand markets (i.e. create more parks), but added that such expansion is unpredictable. Although WASO is looking at the problem, Galvin said that "there are some aspects we flat out can't solve."

- New parks — Economics is the driving force in park creation these days, he said, and lots of Congressmen are interested in areas in "the most bizarre places". Legislation to create a host of new areas is being introduced in Congress, but it isn't until retirement until legislation is about to pass retirement. This demographic problem is shared by others outside the NPS because of the "baby boom\" influx. The "classic\" resolution, he said, is to expand markets (i.e. create more parks), but added that such expansion is unpredictable. Although WASO is looking at the problem, Galvin said that "there are some aspects we flat out can't solve."

- Fees — A new fee bill will probably be passed before the season begins next year. The Senate version of the bill eliminates the mandatory 8.7% across-the-board Gramm-Rudman cuts which will be imposed if Congress and the Administration can't agree on a budget.

- Aircraft overflights — Recent legislation requires us to conduct overflight studies in a number of national parks. Although the cost of such studies will be about $5 million, Galvin said that he feels strongly that we should do a good job on the studies so that we end up knowing more than anyone else does\" on the subject.

Galvin's presentation was followed by a question and answer session with the members present, in which he stated that:

- the time in park requirement of the mobility plan will be reduced, possibly to three years;
- wage board employees may be included in the plan;
- a career move to another series may not always be beneficial to an employee, since other series are smaller and also suffer from the "baby boom\" bulge problem noted above;
- most of the recommendations in the Cook Report on regional staffing and organization were accepted, but a couple of "troublesome" redrawings of regional boundaries will probably not be implemented ("those regional directors who gained areas strongly supported the findings, but those who lost areas asked for further study"); and
- the career development paper alluded to above will come out as a guideline.

Mr. Chapman's Comments

Howard Chapman, former Western Regional Director and a 40-year veteran of the National Park Service, spoke on Saturday afternoon to a large and responsive audience concerning the relationship of the Service to the Department, the running dispute he had with Interior representatives prior to his retirement, and future directions for the NPS.

Chapman opened his presentation by saying that, following his retirement and the "simmering down\" of the media coverage of his battle with the Administration, he had been approached by the Service to speak at an orientation class for new employees. He therefore turned to books on the Service's history to brush up for the presentation.

"A wave of excitement and enthusiasm came over me as I immersed myself again in the history of this Service,\" Chapman said. "Once again the difficult obstacles, the commitment to principle, the energy to stand long and unwavering to the policy and missions\" and the depth of their involvement in the workings of the organization.

"For years the point of contact with the NPS was at the director's level,\" he said. "There the director took the pressure, and pressure they had to take!" Chapman cited by example Director Drury's fight to keep grazing out of the parks, keep timber companies out of Olympic and keep BOR from building dams in Dinosaur — all of which led to his being fired by the Secretary. But, Chapman noted, Drury's staff was spared from political reprisals.

The first harbinger of changes in that arrangement, he said, came at a Service-wide superintendents' conference in Yosemite in 1963, during which Assistant Secretary Carver blasted the participants for not "paying the kind of respect to the Department of the Interior that a paternalistic Secretariat believed it deserved."

"The handwriting was being scrawled on the wall,\" Chapman said. "The significance of the event was that this marked the emerging role of the Department into affairs of the National Park Service."

Although Director Hartzog was able to "stave off further inroads\" through his resourcefulness and skills, the passing of the Civil Service Reform Act in 1976, which created a politically vulnerable senior executive service, led eventually to Departmental efforts under this Administration to compromise the management of the Service by asserting the controls that the act gave them over Service managers.
Chapman then detailed his own battles with the Department, beginning with his public comments in opposition to A-76, which made him "a maverick" in the Department's eyes.

This incident was followed by a "face-off" over land acquisition in Yosemite. Chapman challenged Assistant Secretary Horn's requirement that the Service make the commitment that it would not acquire any more land in the Wawona section of the park on the grounds that such a requirement would be illegal, and was backed up in this conclusion by the House Subcommittee on National Parks.

This was followed by the fight over the Grand Canyon aircraft noise issue. The Grand Canyon Enlargement Act of 1975 required that the Secretary had to take action any time there was reason to believe that any aircraft operation over the park was likely to have a significant adverse effect on the canyon or the safety of park visitors. As noise impacts on the park increased, the park's staff began monitoring it, put together an aircraft management plan, and asked the air tour operators to voluntarily restrict some overflights. Although they were less than interested in complying, "an attempt was (later) made to accuse the Park Service's efforts to reduce noise impacts as being partially responsible for the collision of the two aircraft over the park in 1986."

On the same day that Director Mott received the aircraft management plan for his concurrence before forwarding it to the Department, Secretary Hodel met with a representative for the Canyon aircraft operators. Shortly thereafter, he ordered the director not to take any action on the plan, and asked the inspector general to investigate the plan, its data sources and the Service's interpretation of the data collected.

Following the receipt of the IG's report but prior to NPS review of that document, the Secretary sent a memo to the director "stating that the management plan prepared by the Grand Canyon staff was an embarrassment to the National Park Service and that those employees responsible should be disciplined."

"Never before to my knowledge have professional park people who were doing their job as they were directed to and in keeping with the mission of the Service ever been so attacked," said Chapman. Although the matter was later more or less dropped, "the Secretary made no apology" and never indicated "any regret about the attack he had made on his people."

Legislation was subsequently passed which mandated flight-free zones over the Canyon, but Chapman said that he expects that the most minimal efforts will be made to enforce it because of FAA opposition and because Interior "has already shown itself to be more sympathetic to economic interests in relation to parks than the basic park values of resource integrity and protection."

"It would be optimistic to expect to get a fully dedicated and proactive park solution," he said. "Rather, it is more likely to be one that will only barely meet the Congressional directive — unless the Service is really moved to seize a bold initiative and demonstrate a dramatic leadership role. But, unfortunately, it cannot under the web of control (currently) exercised by this administration."

"When the Executive doesn't want to do what the Congress has directed, it has all manner of tools at its disposal to delay, impede and sometimes outright ignore what Congress has said to do," said Chapman. "Recently, Interior has been particularly guilty of this."

"While Assistant Secretary Horn would have the public believe that Bill Mott is running the National Park Service, we have seen time and again where he and his staff have inserted themselves into an issue and slowed, modified or outright vetoed decisions of the Director," he said. "It would be one thing to do this if the Director had no expertise in park matters, but in Bill Mott's case he has forgotten more than all the Assistant Secretary and his staff ever knew about parks or related matters."

Chapman said that the organizational changes suggested by the Department provided another illustration of attempts to intervene in the management of the Service. Their plan called for the placement of the Service's policy office under the Associate Director for Administration, rather than under the Director, where it has been for decades. There was a strong suspicion that this was done to give the Department more leverage in Service affairs.

"It was no wonder that the Congress had an amendment ready for the 1987 appropriation bill (which said that) if this part of the reorganization was not changed back to reporting to the Director, (Congress) would delete the Assistant Secretary's salary from the appropriation," said Chapman. "How much stronger can the message be to Mr. Horn that even the Congress, which normally tries to stay out of organizational issues, saw through his plan to weaken the policy office of the Service?"

"What we were really seeing (in the effort to reorganize the Service's management and rewrite management policies) was a blatant attempt to change the direction of the Service, to definitely place use ahead of resource protection and preservation," said Chapman. The only force that has been able to keep the Department in check has been Congress, he said, adding that the Service must soon get into a position where it can better withstand such efforts to compromise its mission.

Chapman said that he therefore supports independent agency status similar to the Smithsonian's for the National Park Service. Besides protecting the agency from political intrigue, "independent status would also mean that we could go to Congress truly expressing the long range needs of the parks in order that we meet our mandate."

Chapman then turned "away from speculation and back to realism" with the observation that there are problems within the Service that have made for ineffectiveness. Continued on page 31
Events, Awards, Acknowledgements

Acknowledgements
A number of people volunteered considerable amounts of time and energy to assure that the Rendezvous went off without a hitch. Bill Sanders would like to thank the following folks for their help:

Registration
- Kathy Loux
- Eileen Salenik
- Karl Merchant
- Sherrie Pasternak-Wade
- Debbie Bird
- Nancy Wizner
- Kathy Clossin
- Jane Ring

Raffle (or Door Prize)
- Nancy Wizner
- Kathy Clossin

Child Care/Exhibit Security
- Frank Mills
- Chris Nelson

Photography
- Sherrie Pasternak-Wade
- Karl Merchant

Fun Run
- Nancy Campbell
- Barry Sullivan

Travel
- Chuck Passek

T-Shirts/Ball Caps
- Karl Merchant

Beer and Beverages
- Marion Damiano-Nittoli
- Scott Stevens

Exhibits
- Chris Nelson

Revenue Enhancement
Because the state of New Jersey refused to give the Association permission to hold a raffle at the Rendezvous this year (which they backed up with the threat of an attention-getting fine of $75,000), several members huddled early in the week to come up with another system for raising funds for ANPR. As might be expected from a crew of rangers with extensive familiarity with violation notices and court proceedings, they hit on the idea of fining people for a host of real and imagined infractions. Several “sargents-at-arms” kept tabs on member behavior during the week, jotting notes surreptitiously on 3x5 cards for Magistrate Rick Gale to review publicly at the general sessions before announcing the fine to be imposed. A total of $578 in fines were collected; a partial listing of malefactors and malefiances follows:
- Maureen Finnerty - $2 for not being prepared to give a report she didn’t know she had to give;
- Paul Anderson - $15 for using a hammer to break into a car;
- Hal Grovert - $2 for asking where the Rendezvous XI was going to be held;
- Gerry Tays - $2 for buttering up Denny Galvin by getting him a sandwich;
- Bill Halainen - $3 for not taking it;
- Bill Halainen - $2 for saying that the magazine is now being mailed “to 1600-odd rangers”;
- Rob Arnberger - the cost of a very long, late-night collect call from many members for failing to attend the Rendezvous;
- Bill Dwyer - $3 for “pimping” his new book to Walt Dabney;
- Walt Dabney - $3 for accepting a gratuity from Bill Dwyer;
- Brion Fitzgerald - $3 for running the wrong way during the Fun Run;
- Bob Panko - $4 for falling down in a golf cart;
- Debby Gorman - $2 for not being prepared to give a report she didn’t know she had to give;
- Paul Anderson - $10 for the serious crime of questioning the authority of the sargents-at-arms;
- Hal Grovert - $2 for asking where the Rendezvous XI was going to be held;
- Gerry Tays - $2 for buttering up Denny Galvin by getting him a sandwich;
- Bill Halainen - $3 for not taking it;
- Bill Halainen - $2 for saying that the magazine is now being mailed “to 1600-odd rangers”;
- Rob Arnberger - the cost of a very long, late-night collect call from many members for failing to attend the Rendezvous;
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- Brion Fitzgerald - $3 for running the wrong way during the Fun Run;
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- Gerry Tays - $2 for buttering up Denny Galvin by getting him a sandwich;
- Bill Halainen - $3 for not taking it;
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- Brion Fitzgerald - $3 for running the wrong way during the Fun Run;
- Bob Panko - $4 for falling down in a golf cart;

Rendezvous Mascot “Chips” the Buffalo.

A number of imaginative bidding enhancement strategies employed by the auctioneer, such as assigning bids to members and interpreting any sort of movement or gesture as a bid signal, served to raise bids high enough to collect $28 for a T-shirt, $17.50 for a baseball cap, $8 for a visor, and $32 for a genuine, high-volume, track-clearing Steamtown train whistle. These souvenirs went, respectively, to Pat Quinn, Eileen Salenik, Dave Mihalic and Phil Ward.

Raffle (or Door Prize)
- Most People in Attendance — To Pat Quinn
- Furthest Traveled — Ron Sutton, Yukon Charley

Awards
Four Rendezvous-related and two special achievement awards were given during this year’s gathering:
- Rendezvous Coordinator Award — To Bill Sanders for his hard work, attention to detail and energy expended in resolving a number of difficult problems;
- Rendezvous Program Award — To Dick Ring and Bill Wade for putting together this year’s fine program;
- Most People in Attendance — To Santa Monica Mountains, with nine people present (a comment from the back of the room: “It’s only because Gale puts attendance at the Rendezvous as a critical element in their performance standards”);
- Distinguished Service Award

Distinguished Service Award
Rick Gale
Often the visible contributions that an individual makes to an organization tell only part of the picture. We’ve all been touched, or had the touch put on us, by Rick Gale, as he has almost single-handedly managed the sale of raffle and super raffle tickets.

The raffles have contributed significantly to the financial health of ANPR and specifically to our journal, Ranger.

But what most of you don’t know that I have experienced is Rick’s response to requests for review of a variety of documents and issues, from bylaws to program ideas.

We can always depend on him taking the time to respond. His reviews are careful, open, dependable, thoughtful, intelligent and direct. He has changed my mind on a number of occasions and has proposed many new directions that have been sound ones.

Rick has also served as Western Regional Representative and is now the ANPR Historian.

I’m pleased to present Rick Gale with the ANPR Distinguished Service Award.

Distinguished Service Award
Laurie Coughlan
Volunteer organizations depend for their success on individuals who are willing to give and share their time and their selves. Large numbers of members mean little without the generally small cadre of individuals who show the commitment and dedication to make things happen.

Laurie Coughlan began working for ANPR as the Secretary, before we hired a paid Executive Secretary. During a very busy growth and transition period, she managed a number of tasks, primarily...
Recognize anyone? If you look closely, you might find a few familiar faces. The only ones we're going to identify are the California Raisins making their "grapevine" entrance (below). Photos by Karl Merchant and Sherrie Wade.

The Costume Party and Dance
Super Raffle

Although it was not legal to conduct a raffle in New Jersey, there was no problem with the super raffle because it had been initiated and administered out-of-state and because the actual drawing of the winning tickets was done several feet over the New York State line, which, conveniently, was only a few miles from the hotel.

Before announcing the winners, Rick Gale first gave a summary of the amount of money raised in this and prior raffles. A total of 2,798 super raffle tickets were sold this year for a total of $13,990. Expenses will vary according to which prizes are given. The top three ticket sellers were Dale Thompson (262 tickets sold, $250 award), Rick Gale (138 tickets, $100) and Bill Dehart (127 tickets, $50). Rick and Dale, both of whom were in attendance, donated their prizes to the ranger museum, as did Kathy Hiett, who received $100 for selling the winning ticket.

The Dance and Costume Party

Those of you who were at the Rendezvous at Fontana in 1982 will remember that an attempt was made to organize a costume party, which was to be held in conjunction with the dance on October 31st. It was not a roaring success; only four or five couples dressed up for the affair. So there was some question as to how many people would get into the spirit for the costume party/dance that was on the bill for Halloween night, the last evening of the Rendezvous.

As can be seen from the adjacent photos, the event was approached this year with great enthusiasm and imagination. No costume contest was held, which was perhaps just as well since it would’ve been hard to decide which of them was best. A consensus choice, however, might have been the California Raisins (Pete McManus and Kendall, Julie, Judy, Dale and Lucy Thompson), who bumped and swayed into the room to “I Heard It Through The Grapevine”, then lead an impromptu conga line that trailed in and around the dance floor until the tune ended.

The band, known as Easy Street, played a wide variety of country and rock tunes until the early hours of the morning, and left a crew of fairly danced-out rangers by the time the last set wrapped up.

The Fun Run

It wouldn’t be a Rendezvous without a fun run, and this one was unique in several ways — the first to be run at night, the first to be run in temperatures more suitable for cross-country skiing, and the first to have a National Park Service director for an official starter. Director Mott inspired the runners by telling them that the losers would be assigned to the wolf reintroduction team at Yellowstone, then sent them off into the night to try and find their way home around the hotel’s myriad golf course trails. Although there was a keg of beer at the finish line, the crowd thinned noticeably within a few minutes of the start due to the notable wind chill. That included the official event recorder, who went looking for the fireplace in the lobby. Anyone who has the final results is encouraged to contact the editor so that they can be listed in the next issue.

Tax Status continued

Code section 4911(d)(2)(A) provides that the term “influencing legislation” does not include making available the results of nonpartisan analysis, study, or research. However, distribution of the material must not be limited to persons on one side of an issue.

The decision to engage in political lobbying by a tax exempt organization requires a major commitment on the part of an organization’s management and resources. It requires scrupulous record keeping and detailed information concerning any kind of lobbying activity. Even if the election is made to spend a certain percentage of an organization’s funds for lobbying under IRS rules, there is still a substantial risk of losing non-profit status. Additionally, given the realities of the proposed regulations, the prevailing opinion is that non-profit organizations will not be capable of engaging in lobbying to any degree and still retain their tax status.

So, what can ANPR do and still retain tax exempt status? It probably can safely inform its members of current legislative events that may have an affect on them. However, such information should not encourage members to engage individually or collectively in grass roots lobbying or direct lobbying.

Before engaging in a decision to undertake lobbying I think the board and members should seriously think about the real need to formally undertake lobbying activity. First of all, I don’t believe that ANPR has the financial resources at present to engage in such activities either formally or on an informal basis. Secondly, if the ANPR is interested in supporting new area legislation or addressing service-wide problems such as housing or personnel problems it can initiate objective studies and work groups to evaluate such undertakings. This information can then be supplied to members or other organizations. Lastly, if ANPR is interested in supporting legislation to correct employment defects or other operational problems within the NPS, probably the least successful mechanism for such correction is a legislative fix.

Given the purely legal constraints associated with lobbying activity, it is my opinion that ANPR should avoid any such activities at this time. To do otherwise would seriously endanger its present tax status. If you have additional questions concerning this matter, please do not hesitate to contact me.

Jake Hoogland
Legal Advisor
Workshops and Plenary Sessions

Employee Housing

Pat Smith, head of the housing office in WASO, led a well-attended workshop on the current state and future direction of housing in the National Park Service. She was assisted by Bob Lapinski and Andy Ringgold, members of the Service’s housing oversight committee.

Pat outlined the housing initiative currently before Congress, which asks for $270 million over the next 13 years to build new housing and to rehabilitate existing housing. If obtained, the money will be spent as follows:

- Rehabilitation of seasonal quarters - $43 million.
- Building of new seasonal quarters - $90 million.
- Rehabilitation of permanent quarters - $50 million.
- Building of new permanent quarters - $87 million.

Because the poor overall quality of housing owned by the Service has been so well documented, the Department is supporting the initiative, particularly because the 5,000 housing units inventoried by the Service are deteriorating to the point where the costs of maintaining them are exceeding the rents being collected. Pat believes that other Interior agencies will soon follow with similar housing initiatives.

Bob Lapinski elaborated on the thinking behind construction of new housing. The oversight committee, whose membership includes seasonal and spousal representatives, will try to ensure that the new housing meets both management and employee needs. Bob’s slide program graphically depicted some of the housing mistakes of past years. New construction will take into consideration location, accessibility, climate and criteria established in NPS-36.

Andy Ringgold, who worked on the draft special directive on required occupancy which was released for comment in September, spoke on required occupancy. Andy clarified the differences between required occupancy and standby or on-call status and cautioned that managers cannot expect an employee in required housing to be at home any more than an employee not in required housing. When preparing the justification for a required occupancy position, a manager should consider the deterrence value associated with the occupancy of the unit as well as the responsibilities of the position that require occupancy.

Debby Bird
Yellowstone

KSA/SF 171 Preparation

Tina Cross of the North Atlantic Regional Office broke her session on proper preparation of 171’s and KSA’s into three sections — actual preparation, what happens after submitting your forms, and the overall rating and ranking process.

Tina had the following tips about preparation:

- Take your time: don’t try to prepare them after dinner for a vacancy which closes the next day.
- Make sure you have copies of all the pertinent information you need to complete your KSA’s and 171. For instance, you should have a copy of the X-118 guideline, the new supplemental 025 classification guideline, the vacancy announcement, KSA’s and the position description of the job you are applying for.
- List all applicable experience and awards.
- Use appropriate “buzz words”.
- Remember to clarify “scope of work”, i.e., whether or not you regularly and independently perform certain duties on your job. It makes a difference.
- Address each KSA separately rather than make the panel or selecting official have to pull it out of your 171.
- Market yourself: tout your own horn.
- Never let go of your original 171; always make copies.

Tina then explained what happens to your 171 after it's submitted, including screening for basic qualifications, time in grade and quality of experience. She advised participants in the workshop to be very specific about the amount of time (down to months and days) spent on each job and in school to assure that you get full credit for them.

Tina had workshop participants rate and rank an imaginary candidate using his 171 and KSA’s. Each participant was given a packet containing the vacancy announcement and the rating criteria for the specific job, then rated and ranked the application. A handout was also disseminated which gave tips on 171 preparation and the interviewing process.

Jan Hill
Everglades

Ranger Activities

Tom Ritter and Walt Dabney, chiefs of Visitor Services and Ranger Activities in WASO, presented a session on new developments in their offices. They began by saying that these are “exciting times” in Ranger Activities. A major restructuring of the division has been done which has brought the Branches of Fire Management, Special Programs and Resource and Visitor Protection together in this office. This has created a working environment which is more efficient in turning out work, and also elevates the branch to a divisional level, thereby increasing its visibility in WASO.

Work is being scheduled into an annual work plan in order to set priorities and assure that all necessary work is being accomplished. This work plan was put into place last year, and has resulted in a more focused approach to task accomplishment.

The division is still looking for field rangers and others for details to WASO for special projects and work. Input from the field is invaluable when writing or revising NPS guidelines (to cite one example) and gives field people an opportunity to get better acquainted with WASO operations. Field personnel are encouraged, whenever possible, to comment on drafts and revisions so that they are of more value when applied in the parks.

Jan Dick
Nez Perce

Interpretation

Mike Watson, the new chief of the Division of Interpretation in WASO, shared some of his observations on outside perceptions of NPS interpretation with the many members attending this session. The Service, he said, is still viewed as a leader and innovator in the field of interpretation, and Director Mott is seen as a champion for interpretation. He noted that the Washington office is very receptive to ideas that come in from the field, and that these “sparks” continue to be an important source of input for him.

Discussion revolved around an upcoming publication entitled The Interpretive Challenge, which will reiterate the pertinent points of the Twelve Point Plan, take a position on specific issues, and take up a series of five important problems:

- Quality - Professional standards in interpretation need to be maintained at a high level. Hopes are high for the development of an interpretive research and development center at Harpers Ferry Center. Another avenue for maintaining professionalism is to develop a periodical to foster communications among interpreters; a technical bulletin entitled Interpretation, which would be distributed to all the parks, is in the works and is a priority for his office. The two correspondence courses which have been offered have been well-received, and some who took it were able to negotiate and receive three hours of course credit for each of them. A third course is being developed on cultural resources.
- Evaluation - In order to determine whether or not interpretation can influence people’s values and attitudes, evaluation techniques need to be developed that can be employed by people in the field. Interpretation is a “soft science”, and educational statistics are difficult to establish.
The difference interpretation can make in managerial practices, influencing behavior and increasing the knowledge of the visitor needs to be evaluated.

- Education - The strong points of past NPS educational programs will be revitalized, and there is a possibility of NPS outreach programs. Urban park areas can serve as centers of education for large numbers of people.
- NPS Initiatives - The diversity of ideas and initiatives that have been traditional within interpretation need to continue to be broad and expanding.
- Media - Although there are about 175 motion pictures and 200 AV programs currently available in over 400 visitor centers, there's also a backlog of needs for such media displays which must be met.

Several other items were highlighted during the questions and answer session. The interpretive efforts associated with the bicentennial of the Constitution will continue in key areas until 1992, which is also the year when the quincentennial of Columbus' arrival to the New World begins. This celebration will be lead by a Hispanic center in the west and there will be ceremonies and celebrations in specific park sites.

Roberta D’Amico
Colonial

Geo-Based Information Systems

Chris Markel of Penn State headed a workshop on Geo-Based Information Systems (GIS), a method which enables managers to combine mapping techniques with a geographical data base. First conceived in the 1960’s and used on main-frame computers, GIS was refined in the 70’s for use on mini-computers and is now being further refined for use on microcomputers such as the IBM AT-XT.

There are two GIS systems, and each has its advantages and disadvantages. The Raster or grid cell system holds information in rectangular files which are further divided into smaller cells representing 30 meters by 30 meters of ground surface. It was the first to be adapted to micros because of its relatively simple mathematical calculations. Its information is easily analyzed, but cartographic qualities are poor and may be difficult to understand in mapping certain information and in on-site application by field personnel.

The Vector or line system stores information and displays it as a map. It is essentially a mapping system that has good cartographic output capabilities. Data input is difficult because of complex mathematical computations, and analysis is slow. Few Vector systems have been adapted to micros, although more will be coming as micro performance improves.

Hardware costs can run as high as $30,000 to $50,000, depending on the quality and capabilities of the computer and necessary or optional peripherals. Software costs range from $400 to $22,000, depending on program limitations. Hardware costs are likely to decline over the next few years, but software costs will remain stable.

Chris recommended a trip to a software vendor prior to purchase of a program to ensure that your calculations can be run on your particular hardware. You'll also then be able to see if the program will meet the needs of your park or area.

Jan Dick
Nez Perce

Position Management

This session was presented by Walt Dabney of Ranger Activities in WASO, with the assistance of Dave Mihalic, Jim Loach, Mike Hill and Phil Young.

Walt began with a brief background on position management and strongly recommended that all supervisors obtain and become familiar with the current 025 standards and supplemental guidelines, then gave an update on these standards and how they have recently been changed. He emphasized the importance of accurately written position descriptions which show what a person actually does and the necessity for ensuring that employees actually perform the jobs that are in those PD’s. He cited, by example, the reworking of several positions in Yellowstone, where the addition of significant responsibilities in resource management to several ranger PD’s has resulted in improved abilities to meet management objectives and in upgrades for those positions.

Dave Mihalic then talked about how a number of GS-5’s in Great Smokies had been upgraded to GS-7’s through restructuring their work loads and rewriting their position descriptions to reflect that restructuring. A checklist was also developed for evaluating position descriptions.

Mike Hill made the point that PD’s have to be current and up to date. He said that personnelists had to employ up to eight other classification standards for cross-referencing purposes when classifying his reorganized positions at Biscayne. Mike emphasized the need to have a good working relationship with your classification specialist.

Jim Loach gave examples of position reorganization and restructuring at Yosemite, and underscored the need to work to support assigned grades, to list what work has to be accomplished and to determine how it’s going to affect your employees.

Phil Young then gave examples of position reorganization and restructuring at Santa Monica Mountains. He said that PD’s must accurately reflect the work that is being accomplished.

All members of the panel said that they would be willing to offer suggestions to those supervisors who are trying to reorganize positions under them.

Hal Grovert
Katmai

ANPR Goal Setting

This session was conducted by Association vice presidents Laurie Coughlan and Noel Poe, and began with a review of four of the goals that were recommended at Rendezvous X in Jackson Hole.

The first was that ANPR become more active politically. A committee was appointed by the president to study this possibility; their findings appear elsewhere in this issue.
Another goal was for the membership to become more involved in the issues facing the Association. Unfortunately, there hasn’t been a great deal of response to requests for input this year, despite increased efforts to get members to participate.

A third goal was for ANPR to become more involved with the improvement of supervision in the NPS. In response to this, a situational leadership course was presented at this Rendezvous, and it is anticipated that more courses like this will be offered in the future.

The fourth goal was for the Association to become more active through the media to support NPS issues. Ranger currently goes out to a number of magazine editors and Congressional aides to inform them of ANPR activities. The president also wrote letters to several major newspapers about the Association and its efforts on behalf of rangers and the NPS.

After this summation, the session was opened to questions and comments. Members felt that it was important to reiterate what the ANPR is and what it does, and that the Association should identify local and national issues and decide which ones we might effectively work on. Members were urged to contact their regional representatives about issues that are important to them. It was also stressed that there should be more local meeting of members so that ideas can be formulated for discussion at the Rendezvous. It was strongly recommended that ANPR deal with issues concerning the recruitment and hiring of seasonals, and that the Association showcase problems relating to these issues and make recommendations to management as to how they might be resolved.

Hal Grovert
Katmai

NPCA Projects Update

Destry Jarvis and other members of the staff of the National Parks and Conservation Association (NPCA) reviewed 30 legislative bills and issues that are being worked on as priorities in NPCA’s legislative program; additional information on issues of secondary importance was distributed to those in attendance.

The current fee program in effect in the parks is a one-year program, and legislation is currently in the works to establish a permanent fee program. NPCA supports the House version, and Destry stressed the need for funds to be earmarked for specific NPS activities. Passage of the bill is likely; as of mid-October, it was caught up in a budget reconciliation package.

As a result of the passage of Public Law 100-91, the overflight legislation, the Grand Canyon will have flight-free zones and other parks may face controversy over the restriction of scenic overflights.

There are a number of land acquisition bills in the works, including legislation which would:
- enlarge Joshua Tree and Death Valley and make them national parks (both are currently national monuments);
- establish Mojave National Park in the California desert (a difficult fight was predicted);
- enlarge Big Cypress (an action which will involve a corporate land exchange and may take some time to pass);
- accept the donation of the Haute Ranch in Big Bend;
- establish El Malpais National Monument in New Mexico; and
- establish a Mississippi National River and Recreation Area.

The FY 88 appropriations bill, which contains small amounts of money for construction projects in the parks, was also discussed.

Roberta D’Amico
Colonial

Administrative Developments

Ed Davis, new Associate Director for Budget and Administration in WASO, gave a report on current developments in those two areas:
- Job freeze - The Departmental freeze was initiated in anticipation of the Gramm-Rudman cuts, but exceptions will be granted so that winter seasonals may be hired.
• Seasonal applications - Although there's a definite drop in applicants, the Service is still rehiring 42% of its seasonal employees. The main problem has been in getting law enforcement qualified rangers, and an effort will be made to get more applicants by next summer.

• Spouse placement assistance - The director issued a policy supporting this last summer, and a brochure is now available on the subject.

• Pay raise - The 2% raise which was scheduled for January is "on the table" for reconsideration due to the need to make budget cuts.

• ADP procurement - There have been some delays, but the Service has hooked into a Departmentwide ADP procurement and we should be able to begin making large purchases off it in 1989.

• PAY/PERS - Davis said that he's heard complaints of delays in getting paid, but says that they've been unable to determine the source of the problem as of yet. He encouraged the use of electronic deposits, which cause few problems. The Department is looking at replacing PAY/PERS with a new system, which would be acquired from the FBI. There would be extensive training before any change to such a system, however.

• Finance - The consolidated finance office opened in Reston, Virginia, on November 7th, when WASO finance moved in. NCR will join them in February, then the rest of the regions until all are on board.

• Third party drafts - The test period for determining whether a third party draft system should be implemented in the parks is now over, and the results are favorable. This system would allow parks to have a $1,000 ceiling for instant cash.

• Accounting - The NPS will become part of the new DOI accounting system in 1990. Ed said that the Department's system is "much more detailed, readable and accessible" than the one currently in use.

025 Comparability Study

Walt Dabney gave an update on developments in the 025 comparability study.

Following a history of the several efforts made over the past decade to reorganize the ranger and technician series, Walt talked about the ways in which current problems with grades and work organization might be resolved, including:

• aggressive use of position management to update and reorganize position descriptions, a process which frequently enhances grades;

• an upcoming revision of 083/085 standards which will probably bring the basic level up from GS-5 to GS-7, thereby making it possible to upgrade rangers who have

Continued on page 27
Some Thoughts on ANPR Goals and Directions

The Rendezvous is almost upon us, and its time to give some thought to the problems we've had this year and the "identity crisis" that still bedevils this Association. I really think that our collective energy and spirit will continue to dissipate if we don't take some direct action now.

As I see it, the chief reason for the confusion over the direction and goals of ANPR is the multiplicity of motives that members have for joining in the first place. Although some sign up solely for the seasonal health insurance or to flesh out the "professional membership" section of their 171's, the majority join for either one or all of four reasons — each of them stated or implied in our statement of purpose:

1) Social — ANPR provides the single best "forum for social enrichment" — the Rendezvous — available to all rangers in the National Park Service;
2) Political — Although our agreed purpose is "to support management and the perpetuation of the National Park Service", many members see ANPR as the sole organization available to address the grievances and concerns of rangers and have joined to press for the resolution of problems ranging from twenty-year retirement to housing to 025 upgrades;
3) Professional — ANPR was created in part "to promote and enhance the ranger profession and its spirit"; a sizeable number of members have joined because of our efforts to raise professional standards, and would like to see us go even further in this direction;
4) Communications — Ranger is the only magazine for rangers in the National Park Service, and you have to join to get it.

No doubt most rangers become members of ANPR for all these reasons, but with each of them one or another predominates. Since the receipt of Ranger is not really germane to a discussion of goals and directions, let's just look at the other three motives for a moment.

I've talked to a number of people about their reasons for belonging over the past year, and it is often striking to see how dissimilar their perceptions are concerning the principal reason for the Association's existence. Some see it as a professional organization, and feel that the "beer guzzling" of the Rendezvous is juvenile and that any political efforts suggest that ANPR is a loathsome union. Others have said that the camaraderie of the Rendezvous is of paramount interest, and that we're too loose and unstructured to ever be effective as either a political or professional organiza-

...
• KSA/171 critiques and counseling;
• Personnel question referral service;
• Dual career guidance;
• Semi-annual (winter and summer) seasonal hiring projections.

b. Training

Laurie is already on the way toward developing what could prove to be a very popular and useful ANPR training program. A centralized listing of all available training courses, perhaps published periodically in Ranger, could prove very useful to members, particularly if coupled with specific dates, costs and phone numbers.

c. Standards

An idea that I have but haven’t fully worked out has to do with the establishment of voluntary professional standards, both for rangers in general and for various professions in particular. Other associations do this, and we might be able to use some of their work to model our standards upon. By establishing professional standards, we’d give our members some goals to strive for; by making them voluntary, preferably with something like an award for attaining a certain level, we’d reinforce the natural peer competition which is fairly prevalent in ranger ranks.

3) Social Activities

a. Gatherings

The Rendezvous continues to be a popular annual focal point, and seems to work pretty well in its current form. We ought to assure that our locations are in interesting vacation areas, however, even at the expense of drifting further from our efforts at regional balance. As appears to be the case this year, members are less than willing to travel at considerable expense to an area that doesn’t seem desirable for vacationing (untrue in this case, but a misperception that has to be dealt with). Alta will be very popular destination for the next Rendezvous, and we need to keep selecting areas of that kind.

I strongly believe that we also need to do much more locally in order to revitalize this association, though. We need to encourage and support the development of local “chapters” in large parks and among small parks that are close together. A member who’s in the Navy reserve suggested this to me several years ago, and described how effective and popular his Naval Association chapters were in bringing members together for social purposes. These need not be excessively formal — just a loose but definable network of both active and retired rangers who meet together for social gatherings, hikes, tours of each other parks and so forth. We’ve had good luck with social gatherings in NCR. It’s possible to have such meetings on a regular basis here because the region’s so small, but there’s no reason why parks couldn’t do the same thing. There’s a natural tendency to do so already; we’d just be the catalysts. Such organizations would strengthen supportive and social ties among rangers and perhaps help to bring back the esprit de corps rangers once possessed.

b. Support

We’ve already developed a health and life insurance program that has been directly beneficial to seasonals. The only reason it hasn’t been a bigger success, I think, is because the pool of career seasonals appears to be much smaller now than it was during the environmental heyday of the 70’s. In any case, it’s one of the best member support activities we’ve offered. Other possibilities suggest themselves as well. A friend has asked me if ANPR might be interested in creating a crisis counseling and support service. He talked about how important such counseling has been to him and how useful it might be to rangers who have isolation and economic woes to deal with in addition to all the other problems facing people in today’s society. I think a service like that might be utilized by members. Association members like Frank Betts are conversant in financial counseling and might be willing to offer such services to members. We also might be able to identify members who could provide counseling on moving, thereby mitigating the hassles attendant on that most stressful of events.

These are just a few initial ideas. None is particularly earth-shaking, but together they make up a simple, internally consistent, member-oriented program that provides a framework to support the goals of the Association. With a little work, we could put some detail into it and present it to the members for their consideration.

A personal comment is in order at this point. I don’t mean to dissociate myself from ANPR’s current problems, because I’m as much caught up in them as anyone. Although there are some good things about Ranger, I am not at all satisfied with the publication. Ranger’s problems are several — it’s too stiff and formal, the articles are not well-enough written (an editor’s responsibility), it’s much too wordy and lacking in illustrations, it doesn’t carry enough news about professional concerns, and it generally doesn’t meet member needs. There are resolutions to all these problems (and I intend to survey members on possible remedies at the Rendezvous), but the key point is that they are just one aspect of the larger problem — the revitalization and redirection of the Association.

If you feel like sharing this letter with anyone else, please feel free to do so. I’d like to see a serious discussion of our future in the Rendezvous, whether or not it revolves around this or any other plan of action. Now is the time to address our common concerns and to begin to restore this organization to its former vigor.

Bill Halainen
Editor, Ranger

Workshops continued

over 25% regular patrol duties in their PD’s:
• an examination of the possibility that interpreters could be upgraded through specialization on a particular subject in a park with a single theme which has multiple “interpretive topics” (the supplemental guideline already allows for higher grades in parks with multiple themes if an interpreter must be knowledgeable in each); and
• a review of the use of seasonal and permanent performers to perform work, since there are real regional correlations between permanent grades and the number of seasonal performers employed (the more seasonals employed to perform basic work, the higher the grades for permanents).

Editor’s note: Several workshop reports which arrived just past deadline will appear in the Spring Ranger.
All in the Family

All submissions must be either typed or printed and should include the author's return address and/or phone number. Send to: Editor, Ranger, Apt. D-422, 3004 Lee Highway, Arlington, VA 22201. Deadlines are as follows: February 5 - Spring; May 5 - Summer; July 29 - Fall. (Note: If you are moving and are also changing your mailing address, please include past and present addresses; these will be forwarded to the business manager, who maintains the list of current addresses).

Drew Abrams - from park ranger, Carlsbad Caverns, to same, Padre Island.
Mark Arsenault - from seasonal park ranger, Carlsbad Caverns, to park ranger, same.
Karen Ball - from park ranger, north district, Petrified Forest, to park ranger, Franklin Canyon, Santa Monica Mountains.
Alford Blunt - from superintendent, Scotts Bluff, to same, Apostle Islands.
Wayne Burch - from park ranger, Starkey Dunes, to resignation.
Pete Balat - from park ranger, Colonial, to supervisor park ranger, Richmond.
Larry Bell - from resource management specialist, Glen Canyon, to resource management coordinator, Ranger Activities Division, WASO.
Merry Beyeler - from personnel clerk, Sequoia/Kings Canyon, to park ranger, Bighorn Canyon.
Steve Bezy - from superintendent, Pecos, to interpretive specialist, Southwest Regional Office.
Scott Bowen - from seasonal supervisor park ranger, Rocky Mountain, to park ranger, Big Thicket.
Ray Brende - from park manager, Jean Lafitte, to park ranger, Isle Royale.
David Brennan - from dispatcher, Sequoia/Kings Canyon, to park ranger, same.
Ellyn Briggs - from park ranger, Harpers Ferry, to same, Jefferson National Expansion.
Dennis Burnett - from supervisor park ranger, Jefferson National Expansion, to district ranger, Cape Cod.
Marc Burt - from park ranger, Lincoln Home, to same, Lake Mead.
Jerry Case - from supervisor park ranger, Glacier Bay, to same, Isle Royale.
Cliff Chetwin - from chief, RM&VP, Carlsbad Caverns, to resource management specialist, Southwest Regional Office.
Judy Chetwin - from park ranger, Carlsbad Caverns, to secretary/receptionist, Southwest Regional Office.
Kim Coates - from park ranger, Yosemite, to same, Lincoln Home.
Bruce Craig - from park ranger, Matther Training Center, to cultural resources specialist, National Parks and Conservation Association.
Nancy Campanella - from seasonal park ranger, C&O Canal, to dispatcher, same.
Stephanie Carney - from supervisory park ranger, Sandy Hook Unit, Gateway, to special agent, Naval Investigative Service, Washington, D.C.

Frank Cucurillo - from park ranger, Cuyahoga, to same, C&O Canal.
Ken Cucurillo - from park ranger, Cuyahoga, to same, President's Park.
Ed Cummins - from park ranger, Jefferson National Expansion, to same, Big Bend.
Gentry Davis - from superintendent, George Washington Carver, to same, Lincoln Home.
Dale Dittmann - from chief of I&RM, Fossil Butt, to park ranger/program coordinator, Stephen Mather Training Center.
Ron Erickson - from park ranger, Rainy District, Voyeagurs, to supervisory park ranger, Indiana Dunes.
Nancy Flynn - from park ranger, Sleeping Bear Dunes, to resignation.
Scott Ford - from park ranger, Corps of Engineers, to same, Jefferson National Expansion.
Ken C. Garvin - from district ranger, Petrified Forest, to same, Everglades.
Maryanne Gertka - from supervisory park ranger, Assateague, to same, Colonial.
Patricia Goodwin - from park ranger, Jefferson National Expansion, to same, Golden Gate.
Tree Gotchall - from mining worker, Chattoochee River, Bull Sluice District, to maintenance mechanic helper, Fort Jefferson.
Lori Grant - from park ranger, Isle Royale, to resignation.
Karen Gustin - from supervisor park ranger, Jefferson National Expansion, to same, C&O Canal.
Mark Harvey - from park ranger, Grant-Kohrs, to same, Lincoln Boyhood.
Bruce Hasson - from park ranger, Cuyahoga, to U.S. Postal Service, Warrenville, PA.
William J. Holda - from park ranger, Crater Lake, to supervisor park ranger, Grant Teton.
Patricia Holdman - from park ranger, Ozark, to resignation.
Steve Hodapp - from resource management specialist, Grand Canyon, to aircraft policy specialist, Ranger Activities Division, WASO.
John Hunter - from superintendent, Bandelier, to same, Padre Island.
Jon James - from historian, Jefferson National Expansion, to chief of interpretation, Fort Laramie.
Chris Johnson - from supervisor park ranger, Ozark, to same, Bisacayne.
Reed Johnson - from park ranger, Lincoln Home, to same, President's Park.
Joy Lane - from park ranger, Indiana Dunes, to resignation.
Deborah Liggett - from park ranger, Fort Jefferson, to same, Bisacayne.
Jim Loach - from supervisory park ranger, Yosemite, to visitor use specialist, Ranger Activities Division, WASO.

John Lujan - from park ranger, Guadalupe Mountains, to same, San Antonio Missions.
Dwight Madison - from park ranger, Frederick Douglass Home, to same, Great Falls.
Cathy Mancuso - from park ranger, National Capital Parks, to lead park ranger, Lincoln Home.
Mike Maslona - from park ranger, Rock Creek, to same, Great Falls.
Kevin McKibben - from chief ranger, Bandelier, to retirement.
Dave Mihalic - from assistant superintendent, Great Smokies, to superintendent, Mammoth Cave.
Arthur McHale - from park ranger, Jefferson National Expansion, to same, Kennesaw Mountain.
Fat Miller - from superintendent, Apostle Islands, to trails program manager, Ice Age Trail Project Office.
Frank Mills - fromsubdistrict ranger, Bushkill, Delaware Water Gap, to chief ranger, Sandy Hook Unit, Gateway.
Valerie Naylor - from park ranger, Organ Pipe Cactus, to same, Badlands.
Einar Olsen - from environmental protection specialist, Federal Energy Regulatory Commission, to outdoor recreation planner, Recreation Resources Administration Division, NPS, WASO.
Marilyn Parr - from chief ranger, Christiansted/Buck Island Reef, to superintendent, Horseshoe Bend.
Dori Parsch - from museum curator, Cape Cod, to historian, Indiana Dunes.
Mark Papanenburg - from park ranger, Carlsbad Caverns, to resource management specialist, Ranger Activities Division, WASO.
Pamela Penton - from biological technician, Sleeping Bear Dunes, to resignation.
Jan Pfenninger - from dispatcher, Cuyahoga, to same, Park ranger, same.
Robert Piomente - from park ranger, Mississippi River Project, Corps of Engineers, to same, Jefferson National Expansion.
Pamela Piomonte - from biological technician, Sleeping Bear Dunes, to resignation.
Dori Parsch - from park ranger, Marblehead, to same, Jefferson National Expansion.
Ron Siller - from lead park ranger, Jefferson National Expansion, to park ranger, Ozark.
Jeff Smith - from park ranger, Ozark, to resignation.
Jack Spinella - from program director, Clara Barton, to interpretive planner, NCM.
Dan Steed - from secretary/receptionist Southwest Regional Office, to park ranger, Sleeping Bear Dunes.
Scott Sticha - from park ranger, Fort Bowie, to same, Bisacayne.
Veronica Vest - from park ranger, Carlsbad Caverns, to clerk-typist, Southwest Regional Office.
Al Vener - from seasonal park ranger, Olympic, to park ranger, Petrified Forest.
Karen Wade - from superintendent, Fort McHenry, to same, Guadalupe Mountains.
Mike Watson - from park ranger, Indian Training Center, to chief, Interpretive Division, WASO.

Continued on page 30
Board Member Reports

Western Vice President
Vice President Noel Poe, Capitol Reef. Address: Capitol Reef National Park, Torrey, UT 84775. Phone: (801) 425-3791 (work) or 425-3403 (home).

Eastern Vice President
Vice President Laurie Coughlan, Eisenhower. Address: P.O. Box 342, Gettysburg, PA 17325. Phone: (717) 334-0716 (home) or (717) 334-1124 (work).

North Atlantic Regional Rep
Representative Jim Gorman, Sartoga. Address: RD 2, Box 33, Stillwater, NY 12170. Phone: (518) 664-9821 (work).
I'd like to thank all regional members for their assistance and comments over the past year. Your insights and suggestions have proven to be accurate and timely, thereby providing me with the direction I need to function efficiently as a regional representative.

We have been fairly successful in establishing a park rep network. Approximately one-third of the parks in the region have identified a representative, and I hope to have 100% representation by 1988. Regional members have come forward to aid on some committee work, including housing and liability insurance. Any member interested in working on a committee or in serving as a park rep should contact me at home.

I also hope to establish a program for recruiting new members by early 1988 and welcome participation in this effort by interested regional members.

Mid-Atlantic Regional Rep
Representative Roberta D'Amico, Colonial. Address: Highway Contract 1, Box 408 H, Gloucester Point, VA 23062. Phone: (804) 898-3400 (work) and (804) 642-9220 (home).

As a result of volunteers coming forth at the Rendezvous, there are now a dozen park reps in the region, each of whom has received a packet of information. The ultimate objective is still to get a rep from each park; Allegheny Portage, Delaware Water Gap and Richmond, to name a few, all need reps. It's relatively painless to be one, and will help communicate news to members within the region. Contact me if you have any thoughts or suggestions.

Mark your calendar now — a tri-regional rendezvous will be held in the area during the week of March 7th to the 11th. Several phone calls have already been made, and details for the event are being worked out. The best deal found was the 4-H Educational Center in Front Royal, Virginia, which is about an hour and a half west of Washington, D.C. and borders Shenandoah National Park. Some regional folks have been there for training and have a high opinion of the center. It is reported to be a great place for group dynamics.

For those who stay at the center, buffet meals are part of the package; vegetarian meals can be requested with advance notice. Living arrangements are dormitory style. Each room has six beds in three bunks with a full bath, and accessible rooms are available. For adult conferences, the center has recommended that only the bottom bunks be used, so there should be two to a room unless there's an unusually high turnout. The price will be $30 per night, meals included (a consensus bargain). There'll probably be a $15 registration fee to cover administrative costs and social functions.

A supervisory training course — either 8 or 16 hours long — will probably be offered early in the week so as not to conflict with the workshops. The rendezvous itself will start on Wednesday, probably at midday to allow travel time in the morning. Sessions will take place that afternoon and evening, with a meet-and-greet social at night. Workshops will continue through Thursday and into Friday morning. Another social will of course occur on Thursday night. We should conclude early Friday afternoon.

The draft agenda includes possible workshops in training and career development, interpretation, resource and visitor protection, natural and cultural resource management, tax tips for the new 1987 tax forms, burn-out, volunteers in the NPS, publicity and the NPS, and a topic relevant to the ANPR itself. Suggestions for the agenda are welcome. A mailing to members within the three regions — North Atlantic, Mid-Atlantic and National Capital — will contain more information.

Because of the dormitory situation and the requirements of the center itself, pre-registration to secure accommodations will have to be made by March 1. Details will follow in the mailing. It will also be possible to come to the rendezvous without reservations. Front Royal is only five minutes away, so it'll be possible to stay there if anyone desires to do so.

I'll be contacting those who volunteered to assist on the gathering shortly.

South East Regional Rep
Representative Tom Cherry, Cuyahoga. Address: 449 Wyoga Lake Boulevard, Stow, OH 44224. Phone: (216) 650-4414 ext. 232 (work) and (216) 929-4995 (home).
I attended the Rendezvous and participated in all meeting of the board. Only 12 regional members turned out for the regional caucuses, however. A brief summary of some of the events and business of the Rendezvous went out to all of you in the region some time ago.

All members who were unable to attend the Rendezvous should read the reports on workshops and business meetings in this Ranger. These will bring you up to date on all issues and give you an idea of where the Association is planning on going this year.

Please contact me with concerns, ideas or questions as they may arise.

Midwest Regional Rep
Representative Rick Erisman, C&O Canal. Address: P.O. Box 19, Oldtown, MD 21555. Phone: (301) 395-5742 (home) and (301) 722-8226 (work).
I appreciate the participation of several regional and Washington office members in the two caucuses and regional social held during the Rendezvous at Great Gorge. Congratulations to Kathy Hiett of Wolf Trap, who sold the winning super raffle ticket to her mother!

I appreciate being nominated for the office of eastern vice president. If elected, I intend to strengthen the lines of communications between the board and regional representatives and remain actively involved in Association-sponsored activities to promote our professionalism and support management in its endeavor to adhere to the Service's founding ethics.

I'll continue to serve you as an active representative during this concluding year of my term, and will be working with Roberta D'Amico and Jim Gorman on the tri-regional rendezvous noted above. If you're interested in attending or assisting, please contact one of us soon.

National Capital Regional Rep
Representative Ann Hill, Everglades. Address: P.O. Box 279, Homestead, FL 33030. Phone: (813) 695-2481 (home) and (305) 253-2241 ext. 181 (work).
I attended the Rendezvous and participated in all meeting of the board. Only 12 regional members turned out for the regional caucuses, however. A brief summary of some of the events and business of the Rendezvous went out to all of you in the region some time ago.

All members who were unable to attend the Rendezvous should read the reports on workshops and business meetings in this Ranger. These will bring you up to date on all issues and give you an idea of where the Association is planning on going this year.

Please contact me with concerns, ideas or questions as they may arise.
western Region Superintendents' Conference. Ask your supervisor if he or she can provide you with a copy. Some interesting things are in store for us in the near future.

Rocky Mountain Regional Rep
Representative Dennis Dimanson, Custer Battlefield. Address: Custer Battlefield NM, P.O. Box 39, Crow Agency, MT 59022. Phone: (406) 638-2621 (work).

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

West Regional Rep
Representative Bill Blake, Yosemite. Address: P.O. Box 84, Spalding, ID 83551. Phone: (208) 843-2926 (home) and (208) 372-4807 (home).

Pacific Northwest Regional Rep
Representative Jan Dick, Nez Perce. Address: P.O. Box 84, Spalding, ID 83551. Phone: (208) 843-2926 (home) and (208) 843-2251 (work).

Alaska Regional Rep
Representative Hal Grovert, Katmai. Address: Box 401, King Salmon, AK 99613. Phone: (907) 246-3305 (work).

All in the Family continued
Chris White - from supervisory park ranger, Ozark, to resignation.
Joseph Wieszczyk - from supervisory park ranger, Dinosaur, to same, Indiana Dunes.
Constance Witherby - from park ranger, Morrisstown, to lead park ranger, same.
Richard Zino - from park ranger, Jefferson National Expansion, to supervisory park ranger, Colonial.

Committee Reports

Housing
Leader Tom Cherry, Cuyahoga. Address: 449 Wyoga Lake Boulevard, Stow, OH 44224. Phone: (216) 929-4995 (home) and (216) 650-4414 ext. 232 (work).

The housing issue has received a considerable amount of attention over the past four months. In the September issue of Courier, the director's report was entirely on housing, and the October Courier had a large spread on housing, complete with graphs, charts, facts and figures. And some members of the housing oversight committee were at the Rendezvous to present two workshop sessions.

I came away from both workshops convinced that Pat Smith of the WASO housing office is sincere and truly dedicated to the task of improving housing quality throughout the system. The oversight committee, however, has not been directed to improve the housing situation in the national parks. The "dynamic housing initiative" is simply not dynamic enough. Not yet, anyway!

I asked Pat to consider the inclusion of a sub-committee or individual to review and negotiate claims of inequities or improper application of policies and/or guidelines as a way to be heard and to circumvent the chain of supervision when attempting to resolve a housing problem. My second suggestion was made to both Pat and the director, and that was that consideration be given to placing a field level employee on the oversight committee since a vacancy currently exists. We'll have to wait and see if either materializes.

As a result of regional caucuses and numerous discussions, it was decided that a housing questionnaire would be sent to all, followed by a draft policy statement mail-out. Then ANPR housing policy direction will be set and pursued.

Dual Careers
Co-leader Lorrie Sprague, Yosemite. Address: Hodgdon Meadows, Yosemite NP, Groveland, CA 95321. Phone: (209) 379-2078 (home).

Co-leader Jan Hill, Everglades. Address: P.O. Box 279, Homestead, FL 33030. Phone: (305) 253-2241 ext. 181 (work) and (813) 695-2841 (home).

During the Rendezvous, the board voted to elevate the dual careers committee from a special to a standing committee due to the degree of interest demonstrated by Association members. A special interest group meeting was called one evening to discuss dual career concerns. About 15 members were present, and we covered the new spouse placement assistance policy, which was signed in August, and the future of the directory, which will likely double in size to 80-100 couples this year. Group members encouraged each other to spread the word and get new couples (in any working combination, including both public and private sector) involved in the directory.

Dual career directory forms, along with instructions and information on costs, were made available to all who attended the Rendezvous. The deadline for their submission was November 30th. Participant should receive their new directories by mid-January.

Lorrie and Jan encourage members to contact them with any helpful information or questions concerning the dual career committee.

Seasonal Interests
Leader Kris Bardsley, Yosemite. Address: Hodgon Meadow Ranger Station, Star Route, Groveland, CA 95321. Phone: (209) 379-2241 (home) and (209) 372-0354 (work).

As the new leader of the seasonal interests committee, I would first like to thank Debbie Bird for the time and effort she put in as the previous leader of this committee. During Rendezvous XI, a group of individuals interested in serving on this committee met to discuss goals and objectives for 1987-1988. The committee was established to address concerns and issues directly affecting seasonal employees of the National Park Service. With this as a basis for our efforts, the committee will focus its energy on the following objectives during the coming year:

- Work with the editor of Ranger to develop an issue of the magazine (probably summer 1988) dedicated to seasonal interests and concerns.
- Review past seasonal hiring surveys. Develop a new system for gathering data on seasonal hiring for summer and winter seasons. Update this information on a regular basis and print it in Ranger.
- Work with the ANPR career development and training committee to establish a directory of training and/or agencies who provide training, which will be made available to seasonal employees.
- Develop a workshop on seasonal issues and concerns for the next Rendezvous.

The following individuals have agreed to work on this committee: Phyllis Cremomini, Barb Maynes, Ben Morgan, Chris Pergiel, Jackie Peters, Kendall Thompson, Judi Weaser, Russ Wilson, and Dennis Young. Anyone else interested in working on this committee or having specific issues or concerns that they would like to see addressed should contact myself or any other member of this committee. I look forward to the opportunity to work on this committee and hope that we can meet our goals and objectives for the coming year.

30
Chapman continued

"There are times such as these that an organization has to have a strong cohesive team spirit among its people," he said, "a spirit that turns away from individual recognition in favor of the Service's strength and cohesion. My experience has been that the Service doesn't have this quality among many of its higher echelons." Rather than work on common objectives, many top managers have advanced their causes to the Department and have therefore undermined "the trust and integrity that is so important to the organization in times like these."

"The integrity of the system depends on the integrity of the people who operate it," he said. "There is hardly a system or procedure in organizational management that does not involve nearly every employee, but not frequently enough is there realization that every person in it contributes to its success or failure and that it is not management alone that sets the climate. At the same time, however, management must realize that the organization that has been established to accomplish a mission — and expects to have its people work toward that end — must also (meet its) obligation to serve the employee. (It most also) recognize that leadership must be achieved through the development of its emphasis on "levels of review", Chapman said, which has frequently resulted in "weak accountability, failure to take responsibility, delayed action, continued errors, and training that is inconclusive." These review levels have built "an excessive overhead structure in the National Park Service that eats up budget increases before they can reach the small park at the end of the line."

"The Director has expressed concern over the budget and peoples' development," Chapman said. "(Positive results) can be achieved by leaner overhead and by following a principle throughout of giving authority with attendant responsibility and then holding each person strictly accountable for their performance. The result could be more job satisfaction and greater response to self-discipline that would advance a more cohesive whole, something that is needed if the Director is going to bring the ten regions together as truly one National Park Service."

Chapman concluded his presentation by harkening back to the words of past directors: "If this organization is to stand true to the admonishments of Horace Albright to protect the parks, to retain their values, to assure that it is the quality of the visit and not the quantity that counts; if we remember Newton Drury's warning that if we whistle away at the parks, those whistlings are cumulative and in the end will result in mediocrity and greatness will be gone; and if we contribute to the personal relationship that makes for a team spirit — then there will be greatness, and excellence will be achieved."

Following a long and thunderous standing ovation, Stephen Mather McPherson, chairman of the board of NCPA, presented Chapman with the Stephen T. Mather Award, which is given "in recognition of those who have risked their jobs and careers for the principles and practices of good stewardship of the natural environment."

Editor's note: The report on Gary Heil's presentation on leadership will appear in the Spring Ranger.
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