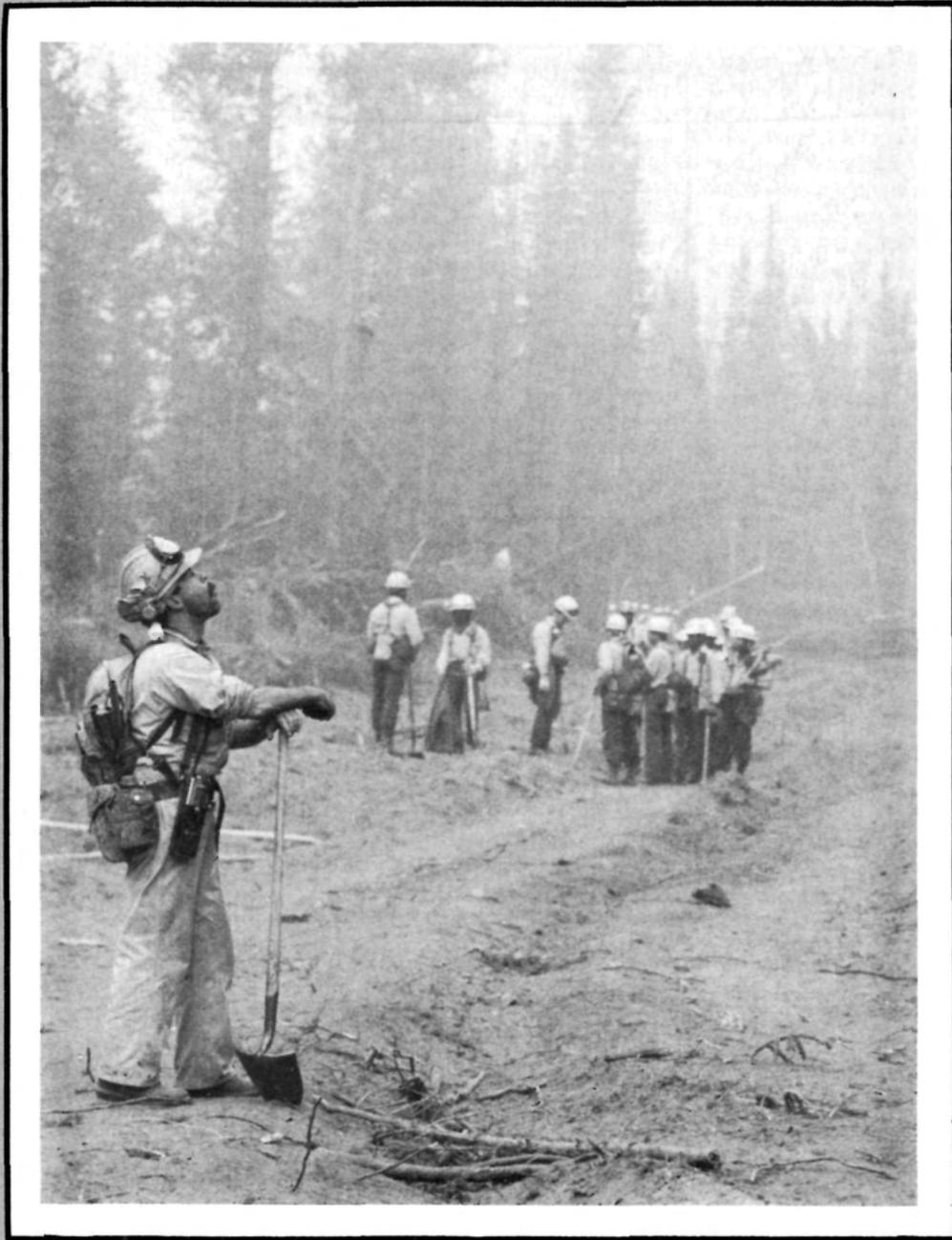


# RANGER

The Journal of the Association of National Park Rangers

Vol. V, No. 2

Spring, 1989



Lessons in Fire Management

## Editor's Notes

*Ranger* will be five years old this fall. Those of you who've been regular readers have noticed changes in format and contents over the years, most of which have been made to reflect the changing needs and interests of the membership of this organization. Now, with the completion of the 1993 task force report, a few more alterations have been made to ensure that this magazine remains an effective vehicle for attaining our agreed upon goals.

Here are some of the goals from the report along with explanations of the relevant changes in the magazine:

- Carry articles about other ranger/warden associations; network with these organizations to coordinate efforts toward common ends — "Common Ground" has been created to carry brief reports on current developments in kindred associations, both here and abroad.

- Publicize ANPR actions — "ANPR Comments", which has appeared in the last few issues, has been renamed "ANPR Actions" and will now carry more detailed information on actions taken by the Association. An update on the progress that's been made in meeting the "Toward 1993" goals will also appear in each *Ranger*.

- Print more technical and professional papers and historical articles — The features in this article are oriented toward achieving those objectives. "Looking Back" and "Working in the Parks" are each premier pieces in series of articles on, respectively, historic and contemporary rangers. "The Professional Ranger" will present news on current developments in resource management, emergency services, enforcement, interpretation and fire management.

Along with these specific changes, there'll be an overall effort to report on many of the topics that you have identified as priority concerns, such as pay, housing, position management, training and a host of other subjects.

Your feedback on these changes would be most appreciated. After you've read through the magazine, take a few minutes to write down your thoughts and send them along. They will be heard.

While on the subject of writing, why not consider a formal letter to the editor if you've got something on your mind that you feel needs to be said? This is a *member* organization. Although you've agreed to expend a considerable amount of energy to help reach our long-term goals, you might tap a little of what's left to express your thoughts on how we're to attain those ends.



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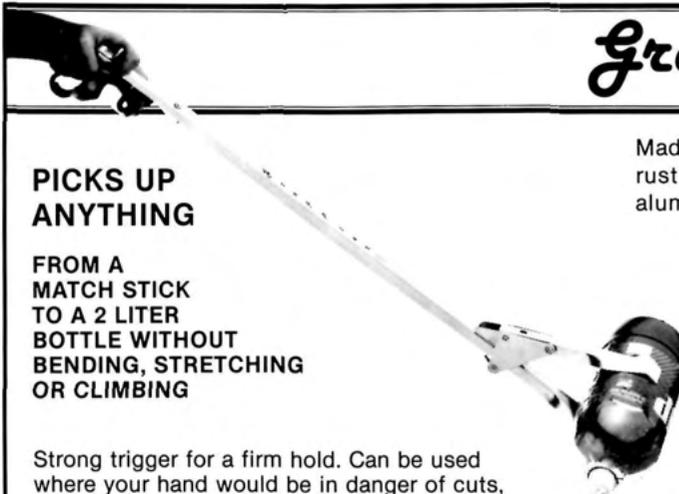
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Rendezvous	Jeff Ohlfs, Hot Springs
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Cover photo: Tired firefighter takes a break during line construction on fire at Yellowstone last summer.

NPS photo by Jim Peaco.



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# RANGER

The Journal of the Association of National Park Rangers

Vol. V, No. 2

Spring, 1989

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

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

### Submissions

Letters and manuscripts should be sent to Bill Halainen, Editor, *Ranger*, Apt. D-422, 3004 Lee Highway, Arlington, VA 22201 (703-522-4756). Prospective authors should contact the editor before submitting articles; editorial guidelines are available upon request. All submissions should be typed and double-spaced.

### Deadlines

The deadlines for the next three issues of *Ranger* are as follows: Summer - May 1, 1989; Fall - August 1, 1989; Winter - November 1, 1989.

### Advertising

Rates and specifications are available for advertising in *Ranger*. Interested parties should contact Jon Anglin, 3205 Viscount Court, Annandale, VA 22003 (703-560-1802).

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## President's Message

I appreciate the confidence that you collectively have displayed in me by re-electing me as president of ANPR. For the next two years, I will strive to ensure that you retain that confidence.

The Association of National Park Rangers has two extremely critical issues facing itself, both of which will require major efforts on all of our parts to resolve. The first relates to our own organizational health, development, purpose and directions; the second concerns major deficiencies in park ranger compensation and benefits.

At Rendezvous XII, we finalized the long-term objectives and shorter term goals which will guide the Association for the next five years or longer. As you read this, we will have begun identifying those priority goals upon which we will focus our attention at this time. Our progress will be noted in each issue of this magazine (see page 22).

It will take a coordinated effort to attain the many objectives outlined in the task force report. At Rendezvous XII, for example, the members present gave their strongest endorsement to the task force objective which directs the Association to "propose solutions and seek administrative relief" for a number of employment-related issues. There are 14 goals under this objective alone, and each will require a good deal of diligent effort to achieve.

I envision a process for attaining our goals in which:

- a group will be put together to look at the recommended actions listed under each objective and develop guidelines for proceeding with the actions needed to attain that objective's specific goals;
- a key person will be named for each objective who'll coordinate the overall effort and the work being done on each goal within that objective; and
- chairpersons will be designated for each goal under each objective.

At present, we are working to identify both the coordinators and the chairpersons. Once this task is completed, the chairpersons for each goal will be looking for members willing to devote their time and energy toward attaining these goals. If you volunteered to work on a specific goal at Snowbird, you will soon be contacted by one of these chairs. If not, make yourself known — give me a call at home (208-343-2412). The Association needs *your* participation and expertise.

The second issue that we need to work on is the resolution of the sometimes severe economic hardships rangers are trying to cope with throughout the Service.

The survey revealed some distressing situations regarding the inability of park rangers to survive on their current salaries without second or third jobs; support from spouses, families and friends; reliance on overtime and premium pay; depletion of savings accounts; and sharing of quarters or even bedrooms. Fully 60 percent of the more than 250 respondents relied on some form of extra income in order to be able to afford to live and work in National Park System areas. Perhaps the most telling statistic was that almost ten percent of the respondents were thinking about resigning from or had already left the NPS — all because of their inability to live on existing park ranger pay.

While the information provided in the original survey was excellent, in many ways your replies raised more questions than they answered. In order to have sound, solid information to work with, it was absolutely necessary to get more detailed information from you. Hence the second questionnaire which you received in March. When these are returned, summarized and added to the report which has already been prepared, we'll be able to make a much stronger case for gaining needed relief.

You also need to know that other organizations are pursuing these same employee concerns. It is absolutely critical for the ultimate success of this effort that all these groups (including ANPR) coordinate their actions and present a unified front. Without such coordination, chaos and lack of overall direction will result.

All NPS employee organizations simply must work together on resolution of these issues and share ideas, objectives, strategies and intents with each other. To do anything less is to guarantee failure. Let us all pledge to work together for the common good.

Before concluding, I'd like to draw your attention to one other matter — Association finances. We're still analyzing your responses to the survey on dues which was sent out to you in January, but it's increasingly apparent that we're going to have to take some action to enhance revenues. I encourage you to look at Debbie Gorman's business manager's report in the "Board Reports" section. If we're going to take on more tasks in the future or even meet current needs, we're going to have to either recruit new members, find other ways of bringing money into the Association treasury or raise dues.



## 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:

By now, everyone has heard that the Department of Interior's policy of random drug testing has been decisively rejected by Judge Greene of the District Court of Washington, D.C. The class action suit sought the injunction on behalf of the 17,000 Interior employees who found themselves in positions designated as sensitive by the Secretary of the Interior and subject to the random tests.

The law firm of Hogan and Hartson donated their legal services but needs to be compensated for the court costs, copying costs, telephone, secretarial and postage. This will be a large sum.

A fund has been established to receive money to pay Hogan and Hartson. It is called IDEALS and stands for Interior Department Employees Advocating Liberties. Please be generous and mail your contributions to:

IDEALS  
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Suite 268  
Washington, D.C. 20006

A small group of Interior employees — including two rangers and two superintendents — showed great courage in acting as plaintiffs, in representing all of us in what Judge Greene called a "case (that) cries out for a sense of outrage "and" bureaucracy run amok." Let's show our support.

George Durkee  
Sequoia/Kings

Editor:

By now, I'm sure you have heard that Kimo Cabatbat died January 18th in Hilo Hospital. This was the end of a year and a half battle he waged against cancer in such a manner that very few knew it was even occurring. It was only in the last few weeks that he was not carrying out his duties as Kalapana District Ranger in Hawaii Volcanoes, fishing with his children and friends, and actively involved in emergency and law enforcement actions associated with the erupting volcano and widespread marijuana cultivation.

While the loss of Kimo as a friend and fellow worker in the law enforcement, fire suppression and rescue fields is felt deeply by all of us, his spirit of Aloha, leadership and high dedication to his family and profession will live on with us all.

Kimo was only 37 years old and rising to a peak in his career and in his growing family — a family that has done so much making all who are new to the park and the Islands feel part of the local community with their perpetual "open" house at the Wahaula Ranger Station. Nan and the three children plan to remain near the park and part of the park "family". While her immediate needs are taken care of, we all are concerned that she and the children will be able to adjust to their new life with a minimum of stress. In helping the family deal with the future, a number of friends and associates have expressed an interest in setting up an account that would assist the children directly.

I have now set up a receiving account in the childrens' names. The funds accumulated will later be transferred to a high interest account or mutual fund. Donations can be sent to The Childrens' Fund, P.O. Box 96, Hawaii National Park, Hawaii 96718. Checks should be made payable to "Nanette Cabatbat." Any assistance you can give will be greatly appreciated.

Jim Martin  
Hawaii Volcanoes

*(Editor's note: At their annual refresher, Alaskan rangers and regional office staff collected \$400.38 for Nan and her kids. Donations have also been coming in from around the country. How about you?)*

Editor:

I have three confessions: I am (1) a "dyed in the wool" liberal (2) have a life time love of the National Park System and (3) am growing much less tolerant of my fellow rangers who place their *own* values on the quality of a visit to a national park site.

Seldom do I pass up the opportunity to visit a park and have visited about 150 areas over the past fifteen years of my NPS career. I no longer *always* choose to walk trails, go on conducted tours or spend extended time in a park. I do try to discover options by requesting information before my trip or stopping by a visitor center once in a park.

When I hear rangers strongly criticize visitors for not getting out of automobiles, seldom leaving a campground, bringing a television on a trip or not attending ranger-led programs, I get nervous. Who are we to decide how people should enjoy the parks? Is the action or the lack of action causing irreversible harm to a park? Sometimes the answer is yes, such as when visitors trample dune grass at seashore parks or enter fragile or unstable buildings at historic sites. I am well aware of the definition and goals of interpretation but I am also con-

cerned with the visitor's right to choose. Sometimes the choice is *not* to attend programs or see anything other than a visitor center.

Managers have to ask and answer — "at what point is the conduct of a visitor interfering with our preservation mission?" Sound familiar? Working in urban areas for the last eight years has changed the way I look at visitor activities in parks; I find myself much more tolerant. The volume of visitors to some parks prevents us from *totally* eliminating some types of unacceptable behavior. However, what is the maximum level we will accept?

We do not always understand why visitors come to a park and how and why they choose activities; we rely on old definitions. I am excited that we are looking at audience analysis (or marketing if you prefer). We can still maintain our 1916 mission and adapt to changing values and ideas. I would be interested in your thoughts.

Randy Turner  
Gateway NRA — Sandy Hook Unit

Editor:

This may be somewhat bizarre, but probably more for myself than for you. I felt strange enough applying for membership in ANPR, since I was a seasonal maintenance worker for the NPS. I felt, however, that it would give me insight on what rangers think and what makes them tick; something I didn't think I could get from casual contact with them. I was pleased to read several issues ago that maintenance people are welcome. I feel that many of the seasonal maintenance people are not career-oriented, as are most naturalists and rangers, and maybe that is why they think like I think they do.

Back to the subject at hand. I am pleased to announce that I have finally received a permanent position (not that I am sure there is anyone out there who is interested). I have noticed several friends and acquaintances listed in the past few issues (in "All in the Family") and I thought that I could be also, although it is not with the National Park Service, unfortunately.

I would like to thank *Ranger* for this service, with which I can follow the careers of people that I never write to (silly me!), particularly since the *Courier* stopped this practice.

Robert Keller  
Phoenix, Arizona

*(Editor's note: Bob's notice appeared in the winter 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. The deadline for the summer issue is May 1st. If you are moving and also changing your address, please include past and present addresses. These will be forwarded to the business manager, who maintains the list of current addresses.

Entries should include relevant information about grade, park area and professional specialty, i.e. Steve Mather — from GS-5 park ranger (interpreter), Furthest District, Backwater NM, to GS-7/9/11 park ranger (chief of interpretation), Career Dream NP. If you are so inclined, you may also include your new address and phone number so your friends will know how to reach you.

### Transfers

- Jon Anglin — from GS-5 secretary, Ranger Activities, WASO, to GS-5 ranger, visitor and resource protection, Palisades District, C&O Canal.
- Collen Bathe — from GS-3 intermittent (Sacramento OPM) and park ranger seasonal intermittent, Scotty's Castle, Death Valley, to permanent GS-4 park ranger, same.
- Neal Bullington — from GS-11 assistant chief ranger, Fire Island, to GS-11 chief of interpretation, Sleeping Bear Dunes. Neal now resides at 5880 London Drive, Traverse City, MI 49684 (616-943-8130).
- Tom Chisdock — from GS-7 park ranger (resource management and visitor services), Rocky Springs, Natchez Trace, to GS-7 supervisory park ranger (law enforcement), Tom's Cove, Assateague.
- John Earnst — from GM-14 Superintendent, Gettysburg, to same, North Cascades.
- Greg Fauth — from GS-7 park ranger, Sequoia, to same, Yellowstone.
- Mary Furney-Gauthier — from GS-5 park ranger, Cabrillo, to same, Bandelier.
- Deborah Grace — from GS-4 park ranger (STF), C&O Canal, to GS-5/7 park ranger (full time), Nature Center, Rock Creek Park.
- Mike Gurling — from GS-7 interpretive management trainee, Pacific Northwest Regional Office, to GS-9 district Naturalist, West District, Olympic. You can contact Mike at RRI, Box 5749, Forks, WA 98331 (206-374-5450).
- Ricardo A. Gushue — from park ranger, Castillo de San Marcos, to same (resource management and protection), Fort Matanzas. Ricardo's address: 113 E. 9th Street, St. Augustine Beach, FL 32084 (904-471-9123).
- Mac Heebner — from chief of interpretation, protection and resource management, Lyndon B. Johnson, to chief, natural resource management and visitor protection, Gettysburg-Eisenhower.
- Wendy Lauritzen — from GS-5 park ranger (general), Big Thicket, to GS-7 park ranger (resource management specialist), Black Canyon of the Gunnison.

- Bob Maguire — from subdistrict ranger, Ozark, to park ranger, Theodore Roosevelt. Bob's now at P.O. Box 21, Medora, ND 58645.
- Brent McGinn — from GS-5 park ranger (protection), Jefferson National Expansion, to GS-7 park ranger (protection), Canaveral.
- Joanne Michalovic-Hanley — from management assistant, concessions, George Washington Memorial Parkway, to site manager, Glen Echo Park/Clara Barton.
- Gary Moses — from seasonal park ranger (resource management and visitor protection), Yellowstone, to permanent park ranger (law enforcement), Kennesaw Mountain. Gary's address: P.O. Box 1167, Marietta, GA 30061 (404-427-4686 [work]).
- Mark Peapenburg — from GS-5 park ranger (interpretation), Jean Lafitte, to same (law enforcement), Lake Merideth.
- Robert Piontek — from GS-5 park ranger (law enforcement), Jefferson National Expansion, to GS-7 subdistrict ranger, Steel Creek Subdistrict, Buffalo. Bob can be reached at HCR 70, Box 366, Jasper, AR 72641.
- Noel Poe — from chief ranger, Capitol Reef, to superintendent, Florissant Fossil Beds.
- Carol Pollio — from GS-7 park ranger (resource management), Sandy Hook Unit, Gateway, to GS-9 natural resource specialist, New River Gorge.
- Ginny Rousseau — from intermittent park ranger, Midwest Regional Office, to park ranger (instructor), Albright Employee Development Center.
- James Schlinkman — from GS-7 park ranger, Joshua Tree, to same, Rocky Mountain.
- Barbara Stewart — from park ranger, Shenandoah, to supervisory park ranger (assistant North District naturalist), same.
- Amy Vanderbilt — from park ranger (assistant public affairs officer), Yellowstone, to same, Glacier. Amy's new address is P.O. Box 331, West Glacier, MT 59936 (406-888-5441 [work]).
- Al Voner — from GS-4 park ranger, Petrified Forest, to GS-5/7 park ranger, Catoctin. Al lives at 6602 Foxville Road, Thurmont, MD 21788-1592.
- Rick Yates — from GS-7 supervisory park ranger (assistant subdistrict ranger), Cades Cove, Great Smokey Mountains, to GS-7 area ranger, Carbon River, Mount Rainier.
- Phil Young — from GS-9 district manager, San Vicente District, Santa Monica Mountains, to GS-11 park ranger, Division of Ranger Activities, Southwest Regional Office.

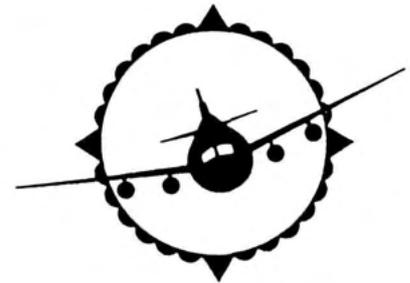
### Departures

- Dorothy Bensusan — from GS-5 park ranger (fire and resource management), Whiskeytown, to GS-7/9 district ranger, BLM, Deschutes River, Prineville, OR.
- Brad Blomquist — from GS-7 supervisory park ranger (protection), Jefferson National Expansion, to GS-9 ranger, BLM, Casper, WY.
- Elayn Briggs — from GS-7 supervisory park ranger (protection), Jefferson National Expansion, to GS-7/9 volunteer program specialist, BLM, California Desert District, Riverside, CA.
- Scott Carrigan — from GS-5 park ranger (protection), Jefferson National Expansion, to GS-5 ranger, Corps of Engineers, IA.

- Cheryl Cline — from park ranger, Kennesaw Mountain, to outdoor recreation planner, Aleutian Islands Unit (ADAK), Alaska Maritime National Wildlife Refuge. Cheryl can be reached by writing to her at the refuge, Box 5251, NAS ADAK, FPO Seattle, WA 98791-0009.
- Jim Foote — from GS-5 park ranger (protection), Jefferson National Expansion, to GS-5/7/9 wilderness planner, BLM, Needles, CA.
- Laura Gundrum — from GS-7 park ranger (interpretation), Indiana Dunes, to GS-7/9 outdoor recreation planner, BLM, Palm Springs, CA.
- Steve Kresl — from GS-5 park ranger (protection), Jefferson National Expansion, to GS-7/9 outdoor recreation planner, U.S. Fish and Wildlife Service, ND.
- Chuck Shiloh — from GS-4 park dispatcher, Jefferson National Expansion, to U.S. Postal Service, St. Louis, MO.
- Margaret Yates — from GS-5 park ranger (dispatch), Jefferson National Expansion, to resignation.

### Missing Persons

We've lost touch with the following folks — their mail keeps coming back undelivered. If you know where any of them are, drop us a line: Norah Martinez-Towers, Brad Blomquist, Laura Lee Houck Stillwell, Linda Joy-Novak, Nathan Caldwell, Mark Eckl, Carly DeCamp and Paul Henderson. We're also trying to get charter membership certificates to Ted Scott, Jim Randall and Rick Hatcher. Anyone know their whereabouts?



Planning on a trip soon? Looking for a travel agency that can offer you full services and low rates? Interested in an agency that will return a portion of the commission it receives for arranging your trip to the Association?

Executive Travel of Fort Myers, Florida, has worked out an arrangement with ANPR whereby it will arrange the travel of Association members (and anyone else who supports the organization) and then return 30 percent of the commission it receives to the Association.

Reservations may be made by calling locally in Florida 939-5567 or by calling 1-800-237-6735 in the rest of the United States). Once you've reached them, simply arrange your travel as you would with any other travel agency and *specify the account as "ANPR"*.

## ANPR Actions

This section, formerly entitled "ANPR Comments", will report on all Association dealings with the Directorate, Congress, and other organizations. Reports appearing herein will be complemented by summaries of actions in the intermittent *ANPR News Bulletin*.

\* \* \*

Last fall, the Association sent questionnaires out to both member and non-member rangers asking for "specific and anecdotal information" on economic hardships. By late January, almost 250 replies had been received. They were articulate, thoughtful and provocative, and provided much of the information needed to prepare a comprehensive report on the impacts of chronically low pay on our profession.

Over the course of the winter, a report summarizing the questionnaire responses was prepared and reviewed by members of the board and others. During the related discussions, it became clear that the questionnaire had failed to ask a number of key questions, and that these would have to be asked if we hoped to document the nature and scope of the economic woes many rangers are experiencing. Accordingly, a second questionnaire was formulated and sent directly to you.

Your full, thoughtful and detailed comments are greatly desired. If you haven't yet taken the time to fill out this second questionnaire, please do so *now* and send it to Rick Gale. Once these have been compiled, we will begin a concerted effort to remedy the growing problem of economic hardship within our ranks.

\* \* \*

In early December, Maureen Finnerty and Walt Dabney briefed the regional directors on a number of personnel issues of concern to the field. Position management received a great deal of discussion, and the need for position management training was highlighted. The regional directors and the training division agreed to fund a "Train the Trainers" workshop at Mather Training Center, and also agreed to provide seed money for these trainers to conduct sessions in their regions. The first training session was held from February 7th to the 17th at Mather.

Special pay rates were also discussed with the regional directors. The regions will be pursuing this option in consultation with the Washington office.

\* \* \*

During the past year's discussion on future Association goals, several people asked what the economic impact of various forms of political action would be on our IRS tax exempt status under section 501 (c) (3) of their codes. Although it is not yet fully clear what range of actions are acceptable to IRS, we have been able to determine what it would cost ANPR if we lost 501 (c) (3) status.

According to research done by business manager Debbie Gorman, we would have to pay a 15% tax on our first \$50,000 of income, 25% on the next \$25,000 and 34% on any amount over \$75,000. An additional tax of 5% is assessed against any amount over \$100,000, but that amount is considerably above our average annual income. Here's what that works out to in actual dollars: In 1987, the Association had an income of \$62,469, so we would've paid 15% on \$50,000 and 25% on \$12,469. The total tax would have been \$10,617.25

\* \* \*

In order to assess member feelings on a dues increase, a questionnaire was sent out along with the January edition of *ANPR News Bulletin*. Because this was our first effort at using the regional reps to distribute the new newsletter, it appears that it didn't get out to everyone. Neither did the questionnaire. Debbie Trout is anxious to get your comments on dues, though, and asks that you either call or write to her. Write: Debbie Trout, Route 11, Sevierville, TN 37862, or call her at home at 615-453-6816.

## Legislative Actions

Bill Leinisch  
NPCA

As has been the trend for several years, the Reagan Administration has proposed significant cuts in the National Park Service budget. As usual, the land acquisition and construction accounts received the largest recommended cuts. Land acquisition received about \$50 million in FY 1989 and is proposed at \$16 million; construction falls from \$160 million to a proposed \$44 million. On the plus side, maintenance is recommended for a \$16 million increase and resources management for an added \$5 million. Overall, however, the proposed increases in the operations account do not keep up with inflation.

Even in the early stages of Congress, some very important bills have been introduced and others will be shortly. Representative Udall has again introduced the American Heritage Trust Act, which would provide improved and more stable funding for the Land and Water Conservation Fund and the Historic Preservation Fund. Bills have also been introduced to establish the Mojave National Park and the Thomas Cole House National Historic Site and to expand Big Thicket National Preserve, Death Valley National Monument and Joshua Tree National Monument. Several bills have also been introduced to amend the Clean Air Act.

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## In Print

### Books

*Glacier Bay National Park: A Backcountry Guide to the Glaciers and Beyond*, by Jim DuFresne. 1987. 152 pages with several black and white photos and over 20 maps. \$8.95. The Mountaineers, 306 2nd Avenue West, Seattle, WA 98119.

This is a guidebook written in a style similar to DuFresne's guide to Isle Royale National Park. The book is divided into three parts, with the first part highlighting the history, geology, fauna and logistics of getting to the park and enjoying a safe visit.

The history is brief and there is little mention of the native people who actually discovered the bay long before Muir's arrival, credit for which DuFresne bestows upon the latter. The information on getting to and around Glacier Bay along with the appendix of air charter and taxi services was current only when it was written; as with any guide, it became dated soon after through no fault of the author. There are very good sections on what to expect in the way of backcountry needs, bear encounters and what one is likely to encounter traveling or making camp in a trail-less wilderness; these provide the trip planner with vital information. Of particular note is the section on bears, which covers the essentials on travel through bear country. DuFresne mentions that a permit is required to camp in the backcountry, but to date this is not a requirement, only a request, much to the relief of many Alaskan wilderness travelers.

Part two addresses Glacier Bay by paddle, and is conveniently divided into three geographical areas — down bay, east and west arm. This section opens with very nice maps which reveal the locations of the paddle and hiking trips described therein. The areas are further broken down to trips of from 3 to 36 miles in length. Part two starts at the park headquarters in Bartlett Cove and works its way up bay through these three areas. Attempts are made to provide a detailed description of what you can expect to encounter along the way, including mileages and paddling times. One should certainly question whether these times represent paddling with or against the tide; even though DuFresne suggests early on that it is preferable to paddle with the tide, I question their accuracy.

The final section is entitled "Glacier Bay On Foot", and rightly so, as it describes 11 different hikes and culminates with an excellent chapter entitled "Rambling in the Fairweather Range".

This chapter was written by Ken Leghorn and shows a sensitivity towards the wilderness traveler. You will not find a mile-by-mile description of what you can

expect to encounter, but a chapter which is "aimed at self-reliant and creative backcountry travelers who need only to be pointed into the general direction and for whom the freedom of discovery and exploration is their greatest passion". The eleven hikes that are described barely skim the surface of potential hikes. Pick up a topo and the possibilities are endless; paddle through the area and the eye will discover even more.

The best line in the entire book is found near the end in the chapter on traveling in the Fairweathers. Leghorn writes: "In an age when success is measured by first-ascent variations, when ski planes leapfrog climbers halfway up a peak so they can begin their dash to the summit, when in the end it is the destination rather than the journey that is noted, the Fairweathers offer a different set of values". It's unfortunate that Leghorn didn't write more than the last chapter, as his style of providing the spark and interest to excite one to search further is appealing to the wilderness traveler.

A book such as this may have a place in a backpacking park in the lower 48, at least one that does not offer the quality of wilderness found at Glacier Bay. But I object to having someone tell me the best places to camp, where to have lunch, where the "best" route is or where to find every patch of dryas or rock outcropping. And one has to question the accuracy of these observations, since the information on this 3+ million acre park was obtained in just 6 weeks. In my opinion, the \$8.95 would be better spent on a good set of topo's for the area!

Jerry Case  
Isle Royale

### Quotable

The following quotations are from two speeches given by President Bush while on the campaign trail last fall:

\* \* \*

"I am a strong supporter of protecting our parks — they are America's pride and joy. Ever since the first Republican President, Abraham Lincoln, granted Yosemite Valley to the State of California as a preserve back in 1864, the idea of setting aside land for national parks has been one of America's best. . .

"The overwhelming success of our parks has sometimes taxed our ability to protect them, but we have tried. . . But more can be done, and I'd like to be known as a president who strengthened our park system and passed it on to the next generation of Americans in better shape than we found it.

"I followed closely the work of the President's Commission on Americans Outdoors, and I support many of the recommendations it produced. I believe we

should create 'greenways', using such areas as abandoned railroad corridors, to connect parks in different parts of the country. I believe we should continue the Land and Water Conservation Fund, which funds the acquisition of new parklands and wildlife refuges. I think we can reconstitute it as a national endowment of the environment, and, using a portion of our non-renewable oil and gas revenues, allow it to continue to give Americans the chance to enjoy our land and water resources. . .

"I have resolved that, if I am elected president, I will undertake a program to strengthen and preserve our parks. I'll call it 'America the Beautiful', because that's exactly what this great country of ours is. . ."

\* \* \*

"My experience as vice president and as director of the CIA has given me a very high regard for the overall competence of career civil servants and for the vital role they have in our democratic form of government.

"How well the tasks of government are done affects the quality of the lives of our people. Moreover, the success of any political leadership in implementing its policies and objectives depends heavily upon the expertise, quality and commitment of the professional career employees of the government.

"So, despite our determination to cut the size and costs of government, we recognize that the nation needs a highly skilled and dedicated Civil Service to perform those governmental services that we — as a people — decide we want.

"For those reasons, improving the quality, morale and performance of the public service will be a high priority of my administration. My appointees will work closely with career civil servants to provide the teamwork needed to implement my policies and to manage more effectively necessary programs across the government. . .

"It has been my observation that most federal workers are like most other American workers. They have the same desire for pride in their work, the same drive for accomplishment, and the same work ethic that has made the American work force one of the most effective in history. It will be our objective, therefore, to remove impediments to effective management and to encourage work force creativity.

"Because of the rigidities now existing in the federal pay structure, many agencies are finding it difficult to retain and recruit high-quality employees. This is especially true in hard-to-hire occupations and locations. Working with both federal professional associations and federal employee unions, we will seek to improve federal recruiting efforts and to make federal jobs more challenging and more satisfying."

## Yellowstone 1988: What Did We Learn?

Rick Gale

Branch of Fire Management, Boise

The 1988 fires in the Greater Yellowstone Area were a once-in-a-fire-career-experience for everyone involved.

Thirteen major fires burned a total of 1,500,000 perimeter acres and were fought by approximately 9,600 persons at peak mobilization. Fifty percent of the National Interagency Type I Incident Management Teams were simultaneously involved in managing these fires. The military was involved to an unprecedented extent, with six Army and Marine Corps battalions deployed. More aircraft — a total of 117 — were assigned to the Greater Yellowstone Unified Area Command than ever before on any single incident or group of incidents. More than 3,000 members of the media photographed, wrote or talked about the Yellowstone fires.

What did we learn, if anything, from all this? Are there lessons we can apply to assist us in managing future large scale incidents?

Interagency fire reviews have been conducted for nine of the major Greater Yellowstone Area fires as well as for area command. A joint Department of Agriculture — Department of Interior fire management policy review has been completed. All of the documents produced by these review teams are public knowledge, and there's no point in rehashing them. Instead, this article will focus on procedures and strategic and tactical considerations which evolved from the 1988 efforts.

In addition, there are several premises which were seriously bent, if not broken, by the magnitude of the Greater Yellowstone Area operation. These need to be analyzed and resolved.

The logical place to begin is with tactics. Four rather specialized tactical operations were widely utilized in Yellowstone and deserve discussion. They concern the use of foam, fire shelters, fire explosives and sprinkler systems.

The major foam system used in Yellowstone was the Bureau of Land Management's compressed air foam system.

Rick Gale is the National Park Service's wildland fire suppression specialist. For seven weeks in 1988, he served as area commander for the Greater Yellowstone Area Command. He is also president of ANPR.

The comments in this article are those of the author and do not necessarily reflect the official position of either the Association of National Park Rangers or the National Park Service.



*Firefighters employ compressed air foam to protect structure at Yellowstone  
NPS photo by Jim Peaco.*

This system discharges a stream up to 180 feet from an engine, and was used to pretreat structures, protect power lines, create ground-to-crown foam barriers and for both initial attack and mop-up. At Canyon Village, for example, 50 cabins and the visitor center were pretreated with a foam blanket which was eventually 200 feet wide and 2,500 feet long.

Direct extinguishment of fire was accomplished with low expansion foam, which clings to wood and other fuels. In other applications, surface fuels were protected with medium expansion foam, which fills the airspaces between fuels with up to two feet of foam. In all probability, this was the first time medium expansion foam had ever been used on surface fuels in the United States.

Future uses of foam in wildland fire suppression are virtually unlimited. Medium expansion foam will become the fireline of the future. Long term foam and foam-retardant mixes will be used to protect structures and property. Aerial delivery of foam is in its infancy, and future applications are now being developed. Wildland-urban engines will have equipment to produce both compressed air foam and aspirated foam; they will also have foam concentrate storage, injection systems, and deluge capability.

Fireline explosives make it possible to construct long trench lines rapidly with relatively small commitments of personnel. A small, eight-person blasting team can lay and detonate about 1,500 feet of trench line per hour, and this rate can be doubled or even tripled by using helicopter support for transportation.

The best tactical use of fireline explosives is through indirect attack to create a barrier for burnout operations. Fireline explosives will create a trench approximately

18 inches wide in light to moderate fuels, and can be very effectively used in steep, rugged terrain. They're ideal for connecting natural barriers for indirect attack. But fireline explosives should *not* be used for direct attack, as they will not stop a running, spotting fire.

Fireline explosives also loosen soil and facilitate line improvements. Another benefit is that they scatter brush and debris, thereby eliminating the piles of such material that normally accumulate next to a line. This helps reduce fuel loading and also reduces the need for post-fire rehabilitation.

Fire shelters have found another use, so don't pitch those old, worn out shelters. They can be used for structural protection. In Yellowstone, old shelters were wrapped around electrical transmission powerline poles, and proved to be very effective in protecting them. Fire shelters were also wrapped around backcountry cabins where no other means of pre-treatment was practical or available. These cabins also survived the fire intact. But a caution is in order here: *Be sure old fire shelters are stored in a location where they cannot be mistakenly issued for personal protection.*

Irrigation sprinkler systems have long been used in specialized wildfire suppression situations, but never to the extent they were employed in Yellowstone. Here sprinkler systems were installed to protect power and telephone line corridors, to protect structures, to raise fuel moistures and relative humidities, to provide a line for burning out, and to provide psychological reassurance.

Using lightweight, large volume, quick-coupling irrigation pipe, these systems were rapidly installed and required only a constant water source from which to draft. Such systems are readily available in

most agricultural areas.

Along with these rather innovative tactical developments, other concerns surfaced during the Greater Yellowstone fire operations, and these need further discussion and eventual resolution.

The term "light hand on the land" proved to be as inaccurate and unfortunate a phrase as "let burn". There were as many interpretations of what constituted a "light hand on the land" as there were people discussing the concept. What "light hand" really equates to in terms of fire management practices is "minimum impact suppression", i.e. doing only that which is necessary to meet control or containment objectives. But *no more and no less*.

The difficulties with minimum impact suppression in the Greater Yellowstone Area arose from unclear directions, making assumptions rather than arriving at joint agreements and the lack of follow-up to assure that management goals were being met. To ensure that minimum impact suppression tactics are correctly understood and implemented, the agency administrator must clearly define his or her land and resource management goals, and incident objectives must clearly articulate the specific tactics which are to be used to implement those goals.

The size and extent of fireline is not the sole measure of minimum impact suppression. Other examples of this approach to fire management include locating helispots in natural openings, long-lining in lieu of helispot development, and using coyote tactics instead of establishing camps.

The threats to developments in the Greater Yellowstone Area — including West Yellowstone, Cooke City/Silvergate, Gardiner, Grant Village, Old Faithful, Canyon Village, Madison Junction, Flag Ranch, Island Park, Mammoth, Tower Junction, Crandall and Pahaska — once again highlighted the role of incident management teams in structural protection, and, more particularly, in structural protection planning.

Incident management teams can no longer leave structural protection planning to local agencies and jurisdictions. While those agencies may implement and execute the structural protection plan, the plan itself is the responsibility of the incident management team. Training courses, particularly at the 400 (regional) level, need to be expanded to include this dimension of firefighting.

It was also apparent in the Greater Yellowstone Area that we lacked expertise in the strategy and tactics of dealing with extreme fire behavior. No good incident commander ever likes to admit defeat, and, as a result, suppression resources were again and again committed to no avail.

Incident management teams need to develop an ability to look at the forest and not the trees; they need to be prepared to consider alternative strategies — other than just "more resources are better" — when faced with the types of fire behavior we saw in and around Yellowstone. Although politically unfeasible, the best use of suppression resources for most of the summer of 1988, except for structural fire protection, would have been to send them home until the weather abated, extreme fire behavior subsided, and some sort of effective suppression action could have been taken. Incident management teams need to learn how to work smarter, not harder.



*Irrigation sprinkler systems helped protect power lines. NPS photo by Jim Peaco.*

Another lesson from last summer concerned the unprecedented use of military resources for fire suppression duties. Most incident commanders believe that the military fire suppression forces, once they received their initial field orientation and training, performed as well as and in some cases better than many Type II crews.

However, the organizational structure of the military makes it necessary to conduct a considerable amount of preplanning prior to assigning such resources to an incident. Single resource (crew) bosses and strike team leaders need to be assigned to military units before they report to an incident. The military should be deployed only to those incidents where at least platoon or section level components can be assigned as a unit. The military command staff needs to be integrated into the incident management team staff. Military planners and logisticians proved to be an outstanding addition to those sections, and should be full partners in the planning process. And incident managers need to be

prepared to deal with the longer lead times necessary to both deploy and demobilize military resources than are required for equivalent numbers of civilian crews, largely because of the extra military logistical support needs.

The size and scope of the Greater Yellowstone fires brought other problems to the fore which need to be reviewed and resolved:

- The heavy and sometimes overwhelming demands placed on firefighters made it evident that we need to develop national inter-agency guidelines for providing rest and relaxation and rotation to and from incidents for crews, for overhead and for incident management teams.

- Because of the multi-agency, multi-regional scope of the Greater Yellowstone fires, existing methods for tracking fire costs and providing fiscal controls proved inadequate. Existing dispatching and logistical support networks, procedures and organizations were also overwhelmed. It's evident that overhead teams on large, multi-regional complexes need to be able to interact directly with the National Inter-agency Fire Coordination Center (NIFCC) in Boise.

- The National Park Service is deficient in the numbers of qualified incident information officers available for fire assignments at the park, regional and national levels. Park Service public affairs officers and other skilled park ranger communicators need to be trained in the nuances of incident information so that we can fulfill agency-specific incident information needs. The Service also needs to take a leadership role in developing and using inter-agency incident information teams, which have proved to be extremely effective where established.

- Our current infrared capability, both in terms of equipment and interpreters, is seriously deficient for dealing with fires of the size of those which occurred in the Greater Yellowstone area. A major effort needs to be made to identify and employ commercial and military infrared expertise and equipment to augment the existing infrared capabilities of fire agencies.

- The role of area command needs refinement. The Greater Yellowstone Unified Area Command, as organized at West Yellowstone, attempted to perform standard area command duties while simultaneously functioning as a Multi-Agency Coordinating (MAC) group. Area command for the Greater Yellowstone Area also directed an expanded dispatch operation, a mobilization/demobilization center, a major information operation, and an air operations branch.

For the first time, area command reported to a different organizational hierarchy than did the individual incident man-

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## The Retrospective Audit in EMS Evaluation

Ellen Shopes  
Grand Canyon

What goes through your mind at the mention of the word "audit"? Another stack of papers in a bulging in-box that require attention? The time commitment involved in developing and utilizing an audit? The list of priorities that seem more pressing and important?

Yet anyone involved in emergency medical service (EMS) planning already uses some kind of process to evaluate and plan their EMS program. Often, however, we operate on a subjective (or qualitative) basis: "It *seems* to me that the number of advanced life support runs is increasing." "I think we're seeing increased use of our service by elderly visitors to the park."

Most parks keep statistics (or quantitative) data on EMS activities on a monthly or yearly basis. Such data may include the number of runs, types of patient problems presenting, and costs involved in providing the service. When establishing an EMS program, NPS-51 requires that a needs assessment be completed which involves gathering information on current and potential emergency problems, services, and personnel.

So why do more? Gone are the days when we were viewed simply as Good Samaritans doing our best to help the sick and injured. Instead, the public increasingly views as paid professionals from which excellence of care is expected. Considering the transitory nature of the population the parks serve, the public's expectations may be similar to those of the urban areas from which they come.

Federal, state, and local agencies establish *minimum* standards of care. Each local EMS planner makes use of these minimum standards within his organization or establishes higher "standards of excellence" which the organization is expected to follow. By establishing our own written standards of care and taking steps to insure their implementation through a quality assurance program, we can help offset the suit-consciousness of today's public.

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The author wishes to express her thanks to Pete Cowan and Jeff Rader of Grand Tetons for their encouragement during the audit conducted at the park. Thanks also go to Sherrie Collins and Jim Hutton of Grand Canyon for their editorial assistance.

RANGER: SPRING 1989



Extrication of victim from auto accident at Grand Canyon in 1987. Photo by Ken Phillips.

One part of the quality assurance process is the audit. An audit can be defined as the examination of specific standards over many situations. In contrast, a "run" or "case" review is an informal review of specific patients to evaluate their care. In an audit, specific, measurable standards are applied to EMS situations in order to answer clearly delineated questions regarding the quality of care provided.

An audit can be *retrospective* (in the past) or *prospective* (in the future). In a retrospective audit, specific standards are applied to incidents that have already occurred; the patient's written record is the most common source of this information. In a prospective audit, incidents are examined as they are happening based on previously established standards; this can be done by using an observer, or by monitoring radio transmissions. Voice and/or video recordings can also be employed.

An audit has four basic steps:

- clearly delineate measurable standards;
- develop an instrument to measure/document standards;
- analyze results and draw conclusions; and
- provide for further refinement of standards and/or the audit process.

The quantitative data obtained from a retrospective audit can be valuable in a number of ways. It makes the EMS coordinator, the medical director, and other planners aware of trends and problems in the park's EMS population. It can reveal the need for changes or improvements in staffing, training levels, specific skills, and equipment. It can indicate (simply by how difficult it is to obtain data from the records) the need for changes in the documentation system (additions, deletions,

and streamlining).

A number of questions need to be addressed in the development of a retrospective audit. First and foremost, why are you doing it? You may be trying to determine specific trends in the population serviced. Perhaps you suspect that the type of people the service was originally designed to help have changed in some way. For example, census reports indicate a growing elderly population in this country. Could this be creating an increased need for geriatric-related services in your park?

You may be trying to evaluate a specific problem or need. Examples of specific needs might include: 1) the number of personnel most effective for certain types of incidents; 2) the timeliness of EMS responses; 3) the cost of specific services per patient. You may want to look more closely at the "no transport" calls your service receives. Is there a need to upgrade services to the advanced life support level?

Whatever the issue, try to define the problem in measurable terms. For example, you want to determine which spinal immobilization device is most effective in the field. Will effectiveness be judged by the application time, usefulness in a variety of extrication situations, or number of training and retraining hours required to maintain the skills in using each device? Often one problem will generate several specific questions that the audit must answer.

Once you have clarified why you are doing the audit, the second question to be answered is how you will do it. You need to develop an audit or survey to gather and organize data. Consult both the experts in your area and relevant literature. Contact your park's computer specialist, or get outside help in planning how you will analyze data. If it is clear at the onset how you will analyze the data, it's more likely you will

develop an audit which will gather only information you are specifically seeking.

How will you obtain your sample? Will you use run sheets or case incident reports? How will you handle data you need that is missing from the record? Will you examine all runs? Specific shifts? Specific districts? If possible, calls should be randomly selected to eliminate the possibility of researcher bias. Decide in advance how large your sample will be. In general, the larger the sample, the more representative of the population it is likely to be. If the data will be broken down into many smaller sub-divisions, a sub-division size of at least ten is recommended.

When will you do the audit? When evaluating a specific problem, the audit may only need to be done once. When evaluating trends, you will want to repeat the audit at regularly scheduled intervals.

The North District of Grand Teton National Park operates an ALS equipped ambulance service. In 1986, we conducted a 3-year retrospective audit with three questions in mind:

- Were there any trends over the period regarding the EMS population's characteristics in terms of age, sex, and place of origin?
- Where there any trends in the volume of calls, types of illness injury, and severity (acuity) of illness/injury?
- What were the response times to calls once dispatched? It was hoped that data obtained could be used to develop standard response times for future quality assurance.

The audit form (Figure 1) was developed in consultation with the EMS coordinators and the chief seasonal ambulance attendant. Most of the questions could easily be answered by information

routinely obtained during any ambulance call (i.e., sex, age, and place of origin). We were interested in response times because we dealt with a variety of terrain problems and utilized a call-out system during night hours. Response time was defined as the time of arrival on scene, minus dispatch time.

Ambulance runs were classified into one of six categories. Five of these six categories (cardiac, respiratory, seizure, major and minor trauma) were felt to be the chief problems encountered during an average season. A sixth category, "other medical," was included to encompass medical problems that would not fit into one of the other five categories.

Each category was defined so that any individual utilizing the form would know what types of patient each category encompassed. We clarified each category so there'd be no confusion if, for example, a respiratory patient suffered a cardiac arrest; according to the system set up in advance, that patient would be classed under respiratory. We classified patients according to their field diagnosis as entered on the run sheet, not their final hospital diagnosis. In other words, we were interested in the types of problems EMTs were encountering in the field, not the EMTs' accuracy in matching diagnoses with the hospital. Finally, since we were interested in severity of cases, all patients were scored for the acuity of their illness or injury according to their worst condition during the run.

Four categories (cardiac, respiratory, seizure, and major trauma) contained patients with potentially life-threatening problems. Since we were interested in the severity of these problems, we needed to develop an acuity rating system. EMT textbooks were consulted for assessment factors from which acuity scales could be developed. Whenever possible, pre-existing

assessment tools were used, such as the Glasgow Coma Scale and CRAMS Trauma Scale. Under each category, the higher the score, the better the patient's condition. A cardiac arrest patient, for example, would have scored zero.

Acuity ratings were adjusted so that acuities between categories could be compared (see Figure 1, footnote 6). This would help to determine, for example, if our average cardiac case was more acute than our average major trauma case. The tool was pre-tested with older run sheets, and minor modifications made before the audit was conducted. The entire three-year case load was utilized in order to obtain significant numbers within each medical category.

In general, the results contained few surprises. Their value lay in their validation of the opinions of the EMS personnel. The number of runs per year was found to be increasing at a rate far greater than park visitation, suggesting several avenues to explore in terms of visitor safety. A significant number of runs fell into the "other medical" category. No single type of "other medical" problem was significantly represented, which implied a need for continued broad-based training and equipment supplies. Training needs were also suggested by the volume of major trauma calls and the acuity of cardiac calls. Response times were not noted reliably in the records, indicating a need for changes in the documentation system. Several other conclusions and avenues for further investigation were suggested.

The audit is one of several techniques whose use is important for successful EMS management. When quality is monitored by a combination of audits, run reviews, public opinion polls, and performance evaluations, the pursuit of excellence will become more closely aligned with the standards and practices of excellence.

CASE NUMBER	AGE	SEX	RESPONSE TIME <sup>1</sup>	MEDICAL RATING					FINAL CLASS (6)	
				CARDIAC (2,3)	RESPIRATORY (2,3)	SEIZURE (2,3)	MAJOR TRAUMA (2,4)	MINOR TRAUMA (5)		
				BP Normal=3 >150=2 ≤100=1 Absent=0	R Normal=2 >35=1 Absent=0 Color Normal=2 Flushed=1 Cyanosis=0 Airway/Intubation No=1 Yes=0 Syncope No=1 Yes=0	Type Petit=3 Focal=2 Psycho=1 Grand=0 Incontinence No=1 Yes=0 Airway Used No=1 Yes=0 Confusion/Combative No=1 Yes=0 No Seizures 1x=1 1x=0	Spine Injury No=1 Yes=0 CRAMS score	TOTAL=		
				P Normal=3 >100 or <60=2 Irregular=1 Absent=0				Specify Injury:		
				R Normal=2 35=1 Absent=0 Color Normal=1 Cyanosis=0 Syncope Absent=1 Present=0				OTHER MEDICAL PROBLEM Specify:		
				Hx: Y N TOTAL=	Hx: Y N TOTAL=	Hx: Y N TOTAL=				

FOOTNOTE KEY:

- 1 Response time=Arrival on Scene Time-Dispatch Time
- 2 Score on worst condition during run
- 3 Non-trauma cases
- 4 For example: complex and/or major bone fractures, injuries to the head, spinal cord, abdomen, chest
- 5 For example: lacerations; simple fractures of small bones; isolated soft tissue injury
- 6 Cardiac = C + numerical score  
Respiratory = R + numerical score + 6 x 10  
Seizure = S + numerical score + 7 x 10  
Major Trauma = MT + numerical score + 16 x 10  
Minor Trauma = mT (no numerical score)  
Other Medical = OM (no numerical score)

FIGURE 1. The Audit Form

**Looking Back****The Impossible Rescue**

**Butch Farabee**  
**Ranger Activities, WASO**

A rescue off of the North Face of the Grand Teton had been in many people's worst nightmares for years, but it was inevitable that such a rescue would have to be conducted one day. That day turned out to be August 21, 1967, when a cannonball-sized rock smashed into a 26-year-old climber, setting into motion one of the most spectacular rescues ever to occur anywhere. The *Reader's Digest* would call it "The Impossible Rescue."

Yes, it was to be a dangerous, difficult and daring rescue — but not impossible. Not for the crack Grand Teton National Park Mountain Rescue Team.

It all began at 3 p.m. on Monday, the 21st, when Lorraine Hough heard her climbing partner Gaylord Campbell yell "Rock!" She ducked instinctively, then helplessly watched as the careening boulder, exploding like a bomb, crashed into Campbell's leg and knocked him to a ledge 20' below. When Hough joined him on the ledge, they examined the leg. A bone was sticking out and the ankle could be turned in any direction. That they were climbing a route which had been completely climbed by only five others before them was quickly forgotten; they were now in a desperate fight for their lives.

The two climbers began crying for assistance. Although they were never sure that their screams were heard (the wind does strange things with sound at 13,000'), another climbing party had in fact heard their faint cries. It would take them seven hours to get to a ranger station to report the incident.

At first light on Tuesday, ranger Ralph Tingey turned his 60-power telescope to the face of the Grand. For one long hour, Tingey watched the figures, one moving and one not. Despite his years of experience and many rescues, it was hard for him to steady the scope. Even so, he could tell that the two climbers needed to be rescued.

On the previous day, Tingey had spent an hour trying to discourage the arrogant Campbell from attempting the 2,700'

"Looking Back" will appear in each issue of *Ranger*. It will contain stories of the deeds and accomplishments of our predecessors in the ranger ranks of the National Park Service.

Butch Farabee is the Park Service's emergency services coordinator. This story is taken from a history of search and rescue in the NPS which Butch is currently writing.

North Face of the 13,766' high Grand Teton. Over the next 60 hours and throughout the record 1,900' lowering, he would often regret not having been more persistent.

In order to assess the situation more closely, Tingey called for a helicopter. It proved difficult to get one because of the worst forest fires in years, but an urgent request led to the dispatching of a chopper from the nearby Shoshone National Forest.

Seasonal ranger Pete Sinclair joined ranger Rick Reese on the helicopter survey of the cliff face. Sinclair, with 14 years of climbing experience and eight summers of rescues under his belt, was honed and ready for the rescue, which would turn out to be the greatest challenge of his career. He was one of the handful of people who'd successfully climbed this route, and, as the pilot felt for the late summer up-drafts along the impressive wall, Sinclair was going over the cliff, inch-by-inch, in his mind's eye.

At about the same time, ranger Bob Irvine and Leigh Ortenberger, a former climbing guide and an authority on the Teton Range, were reaching the summit of Grand Teton. Enjoying the mid-day sun, the trip had been a leisurely renewal in spirit for both of them. But as they started down, Ortenberger thought he heard something, and the two men listened hard. Chills ran up their spines; they knew cries of help when they heard them. Looking straight down, they could just barely see Campbell and Hough 900' below them. And they could see the helicopter fighting for altitude as Reese and Sinclair sized up the situation.

Once that assessment was completed, the helicopter lifted a ten-man climbing team up to the Lower Saddle to begin the rescue effort. One member of the team was ranger Ted Wilson, a veteran of many Grand Teton rescues and the future mayor of Salt Lake City. It was now 4 p.m., better than 24 hours since Campbell had been hit by the rock.



*The North Face of The Grand Teton. The long descent began just to the left and below the highest peak; it ended at the top of the snow field directly below it.* NPS photo.

Tingey, Sinclair, Reese, Wilson and fire control aide Mike Ermarth joined Ortenberger and Irvine for a 1,400' traverse across the icy, jagged, crumbling cliff to the accident scene. A support team, comprised of rangers Doug McLaren, Jack Morehead, Richard Black, Irv Mortenson, and Bill McKeel, was organized to provide valuable back-up assistance for what one news story would call "among the most difficult technical rescues ever attempted in Grand Teton National Park and probably the entire United States."

It was immediately apparent that Campbell was dangerously shocky from loss of blood and that his grossly fractured leg required urgent orthopedic attention, but another 48 hours were to pass before the rescuers would be able to get him to the hospital in Jackson. It would require courage, expertise, and an almost superhuman effort to successfully complete the longest lowering in North American mountain rescue history. The rescue which had been quietly feared for years, but also unconsciously prepared for, was here.

It took three difficult hours for Reese and Sinclair to get Hough to the waiting support party on Upper Saddle. It wasn't easy, but, then, the Grand doesn't really care that you're scared or weak or exhausted. As the afternoon light faded, the rangers splinted Campbell's broken leg, then radioed for morphine. Down below, district ranger Doug McLaren, a 15-year veteran of the Tetons, made the necessary arrangement for morphine and additional equipment. The rescuers shivered through the first of two very long nights, since sleeping equipment and adequate food and water had been sacrificed in order to meet helicopter weight requirements.

Early on Wednesday morning, McLaren arrived with the supplies in a

helicopter. The morphine and supplies were accurately thrown from the hovering helicopter to the tiny ledge. Now it was time to get moving. Nobody really wanted to go down, but what other choice did they have? There was one other question yet to be answered: Who would go with Campbell over the edge and down the 1,900' to the glacier at the base?

Ted Wilson, the future mayor, volunteered for the assignment. As Campbell and Wilson descended the first 500', Wilson worked skillfully to keep the litter from tipping and smashing against the rocks. By the time this first leg was completed, Campbell, who had been abusive and arrogant to begin with and was now also disoriented from the morphine, became combative and began insisting that the rescue team take him back up. The tolerant and highly competent Wilson ignored him. Meanwhile, the rest of the team worked their way down to the resting litter. None of them were cold anymore.

With another 1,400' to go, Ortenberger dropped a rock to "test" the distance. It took six seconds to hit. Six seconds! That meant that it was 600' to a "big" ledge called The Grandstand. A ledge part way down to The Grandstand, even a small one, would be necessary for the next lowering, though, and Ortenberger volunteered to go down and find it.

The next half hour passed very slowly. Then the radio blared with Ortenberger's voice: "I've got one!" What he'd found was a tiny shelf about halfway to The Grandstand which might or might not hold their collective weight. Now he had to determine whether or not The Grandstand was really only 300' further down.

Using two 150' ropes tied together, Ortenberger quickly rappelled again. As it

turned out, he'd judged the distance to within a foot; the end of the line dangled at chest height as he stood on the ledge.

The others now followed. As Reese descended, the friction from the long, single-strand body rapel burned his hips. Sinclair, replacing the tired Wilson at the end of the 300' cable, guided Campbell down on the litter.

Although Sinclair's headlamp provided some illumination as evening came on, it didn't help much in keeping the litter from catching on rock projections. One of these caused the litter to swing in a frightening pendulum, battering both Sinclair and Campbell against the wall. At one end of the arc, the cable suddenly caught on a projecting rock, checking the swing. An incredible bit of luck.

When night fell, Campbell was safely on The Grandstand. The rescue team itself was spread out over 400 vertical feet. Ortenberger and Sinclair shared a last four-ounce can of chili. Ermarth, without any food, tied himself to a ledge 100' below The Grandstand. All tried to muster enough energy for the last push the next morning. Tiring, but smelling victory, the team faced a final 800' of lowerings.

By noon on Thursday, the men had completed the next two drops — one of 300' and the other of 200' — and were dragging the litter down the final, 45 degree, 300' rock wall. Morehead, watching the team, asked the helicopter pilot if he could land at a spot further up the glacier and closer to the team. The pilot, a veteran of similar high-altitude rescues, managed to get the chopper into the U-shaped, dead-end canyon, and successfully lifted Campbell out.

The tale of the rescue drew great attention from the public — right up to the White House. Vice President Hubert Humphrey wrote a letter to Reese which summed up the feelings of all those who read of the incident.

"The way you got Mr. Campbell from the North Face of that mountain after he had suffered a compound fracture of the leg is one of the most harrowing tales I have read in a long time," wrote the Vice President. "I still don't see how you did it, but I am told that Mr. Campbell will live, so I guess you did!"

On June 4, 1968, Tingey, Reese, Irvine, Wilson, Ermarth, Sinclair and Ortenberger received the Department of Interior's highest award for bravery, the Valor Award, from Secretary Udall. For its assistance in the rescue, the Secretary presented the support team with a Departmental Unit Citation.



Six of the climbers involved in the rescue. Left to right: Ted Wilson, Pete Sinclair, Ralph Tingey, Mike Ermarth, Rick Reese and Bob Irvine. Rick Reese photo.

## Working in the Parks

**Los Guardaparques**Karen Boucher and Dale Thompson  
Big Bend

"Buenos dias", "Como esta", "amigo"... these words enter your ears on a daily basis throughout the Big Bend of the Rio Grande.

Big Bend National Park is one of the Service's best kept secrets — more than 775,000 acres of desert, mountains, and river located deep in west Texas along the U.S./Mexican border. Where U.S. Highway 385 ends, park ranger work begins.

Although the work performed by Big Bend's park rangers is similar to work performed in any national park, the frontier nature of the area and the close contact with our neighbors to the south requires rangers to pay attention to a few details that aren't typical of most assignments in the NPS.

When Clyde Stonaker, the Santa Elena sub-district ranger, begins his day at 7 a.m., he opens the gate to the international crossing between the Mexican village of Santa Elena and historic Castolon in Big Bend. The crossing is not controlled by either country's border guards, and access across the Rio Grande is by rowboats operated by enterprising villagers for \$1.00 per round trip. While the economy of the village is based primarily on ranching, tourism has now entered the picture. Some of the villagers have restaurants located in their own homes, and the traditional Mexican food is a great incentive for employees and visitors alike to undertake a border crossing.

Because of his strategic position on the border, Clyde often acts as a liaison between the villagers and the park and finds himself dealing with a host of unusual situations. Among the incidents he's encountered have been car clouts along the river, trespass livestock from the Mexican ranches, illegal crossings of drugs or aliens, trapping and hunting of park wildlife, stolen vehicles, illegally exported goods, collection of cactus and wood for fuel, and EMS responses to shootings or knifings.

Although it may appear that Clyde and other rangers along the border deal mostly with problem situations as a result of being located there, the opposite is actually true. Big Bend is generally a quiet, peaceful place, and the majority of the 250,000 people who visit each year come

Karen Boucher and Dale Thompson are rangers at Big Bend.

This article is the first in a series entitled "Working in the Parks" which will look at the unique management, protection and interpretive challenges that rangers deal with in parks throughout the system.

here to enjoy the beauty and isolation of the Chihuahuan desert environment, to hike the desert and mountain trails, and to float the spectacular river canyons along the Rio Grande.

River sub-district ranger John Morlock describes his job as "the best job in the National Park Service." He has the unique duty of patrolling the Rio Grande — international waters that flow through majestic canyons and pass numerous villages, ranches, and crossings. John, in fact, patrols one twelfth of the entire U.S. border with Mexico, and he can find himself on the south side of the international boundary at the whim of the river's current. This provides him with the opportunity to meet people from across the border in a spirit of both goodwill and friendship (see page 15 for a story of one of John's encounters).



Judge "Roy" Bean sniffs for illegal drugs during a border search. NPS photo.

John and other Big Bend rangers routinely contact visitors, especially those from areas other than the southwest, who exhibit an intense curiosity about the borderlands and the people here. Rangers often find themselves challenged to explain the presence of trespass cattle or rock-sellers along trails. A combination of information, interpretation, and sensitivity is required to deal with these inquiries, and park employees attempt to convey to visitors the idea that Big Bend, because it lies along the border, can seem like a vastly different place, and that sights and sounds here may be unusual or unexpected. At the same time, they make particular efforts to stress that Big Bend is part of the National Park System and subject to the same mandates.

As a result of the unusual problems sometimes encountered along the border, the NPS rangers work closely with other agencies, including the Border Patrol, Customs, Department of Agriculture, the Texas Rangers, and local authorities. The Border Patrol, in fact, maintains a detail of men stationed within the park who work on interdicting drugs and contacting illegal aliens.

Park ranger Kathi Hambly, who works out of Castolon, has the responsibility for "Judge Roy Bean" — probably the only non-Park Police drug-scenting dog in the National Park Service. Kathi has attended training with "Roy", and the dog is also utilized by the other cooperating agencies.

The park, which has collected entrance fees for only two years, will soon have entrance stations under construction, and the current plan is to have Border Patrol employes use the stations at night, an approach which will benefit both agencies.

To help with one of the park's largest resource management problems — trespass livestock — the Department of Agriculture has stationed a range rider, his horse, and two "cow dogs" within Big Bend. They round up trespass livestock that cross the Rio Grande seeking a mouthful of green grass, which is much more plentiful on the north side of the river. After a fine is paid to discourage the illegal grazing, the trespass animals are returned to their owners.

Park rangers in the resource management division also have the opportunity to work with unique resources. A variety of endangered and threatened flora and fauna are found in Big Bend, and many endemic species which are found nowhere else in the United States. Mountain lion research is on-going in the park; rangers frequently assist researchers attempting to collar or track the big cats. Big Bend is one of the premier nesting areas in the United States for the endangered peregrine falcon, and peregrine monitoring duties are shared with employees of the Peregrine Fund. The effort to save the peregrine by enforcing trail closures and other regulations during nesting season is the responsibility of all of the park's rangers.

Big Bend's interpretive rangers are provided with a challenging environment for interpretation as a result of their border location. Each interpreter must be able to pronounce, translate, and interpret the Spanish place names, plant names, animal names, and phrases so common throughout the region.

Working with visitors in such an unusual and unfamiliar environment often involves satisfying their curiosity and allaying their fears about border crossings. Questions about the border lifestyle and traditions, as well as the legalities involved in crossing, are numerous.



*Park ranger talks with Mexican boatman at the Santa Elena crossing of the Rio Grande river.*  
NPS photo.

In many cases, questions arise from watching border-town residents from the small villages of Boquillas or Santa Elena cross the Rio Grande on horses or burros, sometimes to shop at one of the stores within the park. Encouraging people to visit these classic border towns and to experience a slower, more traditional way of life has become part of Big Bend's interpretive message.

Providing clear, non-threatening directions for border-crossing is also important; despite the fact that it has been some 60 to 70 years since the common "bandit raids" here in Big Bend during the Mexican Revolution, some people still feel apprehension when approaching the southern edge of our country. In Big Bend, where the border seems so "open" and "unprotected" and the river must still be navigated to cross between the two countries, the sense of adventure at the crossing into Mexico is still very much alive.

Big Bend is perhaps the only NPS area where interpreters at the visitor center desk act as immigration personnel; part of their job is to issue "permisos" to Mexican citizens from the small villages nearby. Border residents are allowed to travel for up to 29 days in Texas, New Mexico or Arizona, for business or pleasure, if they have the proper documents. The process, although cumbersome at times, enables park interpreters to have frequent and often repeated contacts with the residents to the south, and provides them with an opportunity to practice the Spanish language, to recognize the faces of our neighbors, and to establish friendships with them.

Big Bend National Park is the perfect place for all rangers to focus on the relationship of political and natural boundaries, and to urge visitors to compare and contrast the international boundary with park and ecosystem boundaries. With the current focus on global and international environmental concerns, helping visitors to realize that the ecosystem doesn't stop at the international boundary (nor at the park boundary, for that matter) is all-important.

The message that nature does not recognize the political boundary and that our concerns need to expand to include the land across the Rio Grande is essential if we are to maintain a healthy, natural ecosystem. Presenting this concept to visitors enables them to see its relevance worldwide and can be an important starting point for increased awareness and action. What better opportunity exists to engender global concern for the environment than at a national park right on an international boundary?

## The Ranger's Tale

"I can remember rising one cool morning while on river patrol and seeing two beaver working the far banks as the heavy fog lifted from the river. The beaver were startled into the water as two 'vaqueros' rode into my camp seeking trespass cattle that might have wandered across the river to grace in the park. I only knew of one 'becerro', who had become trapped in Santa Elena Canyon. This young bull had crossed the border into the park several days earlier when the water level in the Rio was low. Finding a lush green 'vega' of Bermuda grass, he stayed long enough to become stranded by the rising river.

"The vaqueros seemed trapped by the high water, too. Nether could swim, and they knew that once they entered the canyon, there would be no turning back. They had lived their entire lives within a stone's throw of this deep canyon of the Rio Grande and knew that only the 'crazy gringos' went past the mouth.

"Knowing that every animal in their cattle herd represented several months of beans and flour for their families, I asked my friend, Tomas, if he would ride with me in my boat through the canyon. We could rope the little becerro, hog tie him, and then carry him through the far end. After much persuasion, he agreed. Together we headed downstream and cornered the bull at one end of the rapidly disappearing vega. Roped and tied, he was loaded into my raft.

"Not far downstream lay the class IV Rockslide Rapid, where house-sized boulders had fallen from the canyon walls long ago and all but blocked the channel. As we stopped to scout, Tomas asked if the 'corriente' (current) was 'peligrosa' (dangerous). Not waiting for my answer, he asked if I could pick him up below the rapids. Sensing his fears, and realizing that if he walked, the boat would be lighter and more maneuverable, we agreed on a meeting point. Wishing me 'buena suerte', Tomas watched from above as I rowed the bull through the rapids.

"We did get through the canyon; one happy cowboy and one happier bull, now named 'Santa Elena', headed off over the hills, to become acquainted with his new home on the range below the canyon."

John Morlock  
Big Bend

## Common Ground

Rangers and wardens in all nations and states have a great deal in common, and many of them have professional associations. Since we face similar threats (environmental, economic and otherwise), it behooves us all to work toward improved communications and cooperation.

This section of *Ranger* will carry brief summaries of activities other associations are currently involved in, along with the name of the organization's principal contact(s) and publication. If there's no current news from an organization, its name and address will nonetheless be listed so that interested members may contact them.

Please contact the editor if you know of an organization which should be included in this section.

### National

Federal Wildlife Offices Association (FWOA). President: Don Patterson. Address: 5750 Charles City Circle, Richmond, VA 23231. Publication: *The Federal Wildlife Officer*.

FWOA is an organization "dedicated to the protection of wildlife, the enforcement of federal wildlife law, the fostering of cooperation and communication among federal wildlife officers, and the perpetuation, enhancement and defense of the wildlife law enforcement profession". Although primarily for USFWS special agents, it counts a good number of NPS rangers, state wardens and others as members.

FWOA's January/February newsletter carries an open letter on several "wrongs" that FWOA will be working to redress, including a USFWS practice of issuing "verbal policies" rather than written policy statements, a mobility policy which requires involuntary moves, reductions in supervisory positions, and drug testing ("We know of no suspicion or other reason which would warrant the testing of agents. We know that having to urinate in a sample bottle to be tested for drug use is demeaning and amounts to a witch hunt").

\* \* \*

National Alliance of Park Rangers and Firefighters (NAPRF). Board: Randall Kendrick, George Durkee, Charlie Fullum, Pat Teague. Address: P.O. Box 3623, Sonora, CA 95370. Publication: *Alliance*.

The fall issue of *Alliance* has a long article by Randy August entitled "Winning Law Enforcement Retirement" which provides guidance for those making application for 20-year retirement. There's also an article asking why the NPS needs another ranger organization, and whether such an organization isn't just duplicating the efforts of ANPR. The author answers "yes

and no", then points out that a fundamental difference is that the Alliance intends to spend substantial portions of its funds on influencing Congress, whereas ANPR is limited to this respect by IRS rulings on tax exempt status.

The article then states: "For our part, we will share any information we have on issues and keep the ANPR informed of our strategies. We also hope to make use of the tremendous expertise the Association has in its membership (many of whom are Alliance members) in researching issues. Our goals are similar though our methods may differ somewhat. The Alliance hopes our respective efforts will compliment each organization, leading to improvement in working conditions for all rangers."

\* \* \*

California State Park Rangers Association (CSPRA). President: Don Murphy. Executive Manager: Doug Bryce. Address: P.O. Box 28366, Sacramento, CA 95828. Publication: *Newsletter*.

### International

Scottish Countryside Rangers Association (SCRA). Chairman: Bob Reid. Address: 6 Riverside Road, Larkhall, Lanarkshire, Scotland. Publication: *Scramble*.

The December issue of *Scramble* has an editorial discussing threats of "privatization" of countryside rangers. Further discussion of the subject, officially known as "competitive tendering", reveals that the program bears an uncanny similarity to A-76.

SCRA is working to get representation on a steering group of the Countryside Commission of Scotland (CCS) which will be conducting a review of all aspects of ranger jobs, since the review conducted in 1981 "did not redress the anomalies in conditions of service, career structure and salary which we still have today."

An assistant director of CCS writes in another article that "there is an urgent need for the acceptance of a new conservation ethic, one that aims to achieve a marriage, a synthesis, between the equally legitimate needs of conservation and appropriate development; between protection and use."

There's a brief report on a training seminar entitled "Directions for European Ranger Services", which focused on resource management, visitor management and ranger training and was attended by rangers from all over Europe, Japan and the U.S.

*Fire continued from page 9*

agement teams. Area command answered to three regional foresters and the regional director of Rocky Mountain Region, while incident management teams received their authority from and reported to park superintendents and forest supervisors. This led to difficulties in coordination and control, and the traditional area command responsibilities of setting incident priorities, coordinating strategies and allocating critical resources were made much more difficult and unnecessarily complex.

The roles and responsibilities of area command need to be further analyzed and refined. When established, area command staff must be given overall authority and responsibility for the total operation, then redelegate their authority to individual incident commanders. This will allow area command to better fulfill the command portion of its role.

Area command teams also need to be predetermined and made a part of the national team rotation schedule. Area command teams need to be composed of the best Type I incident command team members and all must be graduates of the area command course (I-620).

The probability is that the fires of the Greater Yellowstone Area raised more issues needing resolution than they provided answers. But the National Park Service and other fire agencies must continue to proactively refine wildfire suppression management, strategies, tactics and procedures. Only by actively resolving issues can we insure that wildfire suppression becomes ever more efficient, effective and economical.

## The Professional Ranger

"The Professional Ranger" is a new section in this journal. In coming issues, there will be subsections covering the primary professional specialties that fall within the purview of park rangers — resource management, interpretation, emergency services, law enforcement and firefighting.

The intent of this section is to provide brief highlights of current activities in each of these areas. A primary coordinator will be designated for each area; if you have something to report, they will be the persons to contact.

### Resource Management

The current hot topic in resource management circles is *conservation biology*, a new discipline that "addresses the biology of species, communities, and ecosystems that are perturbed, either directly or indirectly, by human activities or other agents. Its goal is to provide principles and tools for preserving biological diversity."

The quote is from Michael Soule from an essay in *BioScience* (December 1985, 35(11)) and reprinted in Rob Arnberger's piece cited below. Since biological diversity is this year's national interpretive theme for the NPS, we should all be interested in the subject. As global climatic changes threaten to move the ecosystems of our parks right out from under us, the NPS could find itself at the cutting edge of thinking on the subject.

The Park Service is also in the process of reviewing our whole approach to science in the parks. Is "naturalness" a reasonable directive as parks become more and more isolated ecosystems? Director Mott wanted to convene a "blue-ribbon panel" to re-examine the Leopold report twenty five years after it brought us the "vignette of primitive America" concept, but politics prevented the agency from doing it — so the National Parks and Conservation Association stepped in, with the agency's tacit support. Discussions with members of the NPCA panel were a prominent part of last November's NPS Science Conference, held in Tucson.

I don't know of any single piece of writing that adequately covers these related ideas, so new and interesting and close to home. Rather than try to find one, I offer here a few pieces in the recent press which touch on parts of the big picture. If you pursue them, you'll find that the ideas build on and nurture each other and offer the potential for some fascinating independent thinking.

- Arnberger, R.L. 1988, The politics of community resource management. *George Wright Forum* 5(4):35-45.

ANPR member Ron Arnberger discusses the imperative for park managers to take proactive, strategic roles in protecting NPS resources. He offers conservation biology as a theme for park management and discusses practical strategies for accomplishing effective resource protection. "... Our one common bond in the broadest sense is that we are *all* resource managers." Rob provides an interesting list of sources from which he developed his ideas.

- Graber, D.M. 1988. The role of research in wilderness. *George Wright Forum* 5(4): 55-59.



Ranger monitors meadow vegetation and grazing impacts at Sequoia/Kings Canyon. Photo by Paul Fodor.

Food for thought on why we should encourage research in wilderness areas, and what the impacts of it are. It's the perspective of a scientist, and may give fits to some managers who may see things differently. Dave is an NPS research scientist at Sequoia/Kings Canyon.

- Kahaner, L. 1988. Something in the air. *Wilderness* 52(183):19-27.

A good discussion of air pollution in national parks and wilderness areas, its effects and its politics.

- Nash, S. 1989. Wolves of Isle Royale: scientists test a dying population. *National Parks* 63(1-2):21-26, 42.

Even if I weren't so close to this issue, I would like to believe that it poses unique philosophical and practical challenges to the NPS as we wrestle with the concept of "protecting natural processes" when (1) we may not be able to tell what "natural" is, and (2) it may produce a park biota that is not what the public — or the park managers — is comfortable with.

Bob Krumenaker  
Isle Royale



### Seasonal Insurance

The Association has arranged an insurance program which for the first time makes health and life insurance available at reasonable rates to permanent and non-permanent employees who are Association members. Included are:

- a major medical plan which provides comprehensive health care benefits for you and your family, with up to \$1 million maximum lifetime benefits per insured person, a choice of deductibles, affordable group rates and comprehensive benefits both in and out of hospital;
- a supplemental hospital plan which provides up to \$100 per day in cash to help pay for those extra "out-of-pocket" medical expenses your basic insurance doesn't cover and offers a choice of daily cash benefits up to the above noted ceiling, optional spouse and dependent coverage, affordable group rates and guaranteed acceptance if under age 60 and actively at work;
- a Medicare supplement plan which helps fill the gaps in Federal Medicare benefits;
- group term life insurance up to \$150,000 maximum coverage, with optional spouse and dependent coverage, and affordable group rates.

If you'd like more information on this program write to Marsh McLennan Associates, P.O. Box 7157, San Francisco, CA 94120, or call 1-800-227-4316 (1-800-982-8080 in California).

## Board Member Reports President

President Rick Gale, Branch of Fire Management, Boise. Address: 4074 S. Iriondo Way, Boise, ID 83706. Phone: (208) 343-2412 (home) and (208) 334-9541 (work).

Rick's report appears on page three. His address is listed here for your information.

## Western Vice President

Vice President Mack Shaver, Theodore Roosevelt. Address: Theodore Roosevelt National Park, P.O. Box 7, Medora, ND 58645. Phone: (701) 623-4466 (work) and (701) 623-4313 (home).

If your winter *Ranger* is still sitting on the toilet back or under the coffee table or at the bottom of your hold box, waiting until you get a spare minute, then the time has come for you to read it. At the very least, don't wait any longer to peruse the final report of the "Towards 1993" task force.

That short, concise report may very well be the most important thing that's happened to the Association since the first *Rendezvous*. There's enough meat on those two pages for every member to have more than a mouthful. It's diverse enough for everyone to find some issue or project that interests them. And every one of those goals could be important to the Association, to NPS employees and to the National Park System.

It's extremely important that every single member read that report, let their board members know which goals are important to them, and, if possible, volunteer to work on at least one of the goals. But it's even more important that as many non-members as possible read it.

We need to get the word out that ANPR, through its membership, is an action organization. No other organization affiliated with the NPS in any way that I'm aware of is so concerned about and so willing to tackle so many important issues.

I'm sure that Goal 10, Objective 3 will become a priority of ours this year. Our members have said that they believe we're stagnating, that we need new blood in the organization. The "Towards 1993" report will be a major tool in any recruitment effort. *You* can help kick that effort off! Route your issues of *Ranger* around your park, highlighting the report. Or, better yet, reproduce the report and send a copy to every non-member in your park. Let them know that ANPR is serious, that it is concerned about employee and system issues, and that they can be a part of the action.

Keep up the good work! Help us increase our membership by 20% by *Rendezvous XIII* at Hot Springs.

RANGER: SPRING 1989

## Eastern Vice President

Vice President Hal Grovert, Ft. McHenry. Address: Fort McHenry, East Fort Avenue, Baltimore, MD 21230. Phone: (301) 539-4658 (home) and (301) 962-4290 (work).

First of all, I'd like to thank all of you who voted for me. I appreciate your confidence and the opportunity to work for you on behalf of the Association. I'm really looking forward to working with Rick and Mack and all the rest of the board.

My initial goals as vice president are to actively support the regional reps in their duties and to participate in implementing the goals that were established by the 1993 task force. I'm also sure that Rick Gale will keep me well supplied with duties and assignments.

I would like to see all of us set a common goal of recruiting at least one new member for the Association this year.

ANPR has always meant a lot to me and I want to ensure that it will continue to be growing, thriving organization. I'm looking forward to working with all of you.

### Association of National Park Rangers

#### Operating Account Statement

January 1, 1988 - December 31, 1988

<b>Beginning Balance</b> .....	\$85,468.00
<b>Receipts</b> .....	\$65,516.00
Accrued Interest	5,252.00
<i>Ranger</i> (ad space)	1,954.00
Dues	26,080.00
Ranger Museum	1,036.00
Executive Travel	281.00
Super Raffle	15,430.00
Fines	500.00
<i>Rendezvous XI</i>	150.00
<i>Rendezvous XII</i>	10,857.00
Regular Raffle	3,949.00
Miscellaneous	27.00
<b>Expenses</b> .....	\$58,842.00
Equipment	4,368.00
Bank fees	23.00
<i>Ranger Magazine</i>	22,205.00
Membership Expenses	380.00
Mail Service	210.00
Legal Expenses	250.00
Travel	699.00
Postage	3,694.00
Telephone	589.00
Supplies	516.00
Printing	2,045.00
Business Manager	5,666.00
Regular Raffle	293.00
Super Raffle	4,900.00
<i>Rendezvous XII</i>	12,636.00
Miscellaneous	368.00
<b>Ending Balance</b> .....	\$92,142.00

## Business Manager

Business Manager Debbie Gorman, Saratoga. Address: P.O. Box 307, Gansevoort, NY 12831. Phone: (518) 793-3140 (work/home).

I recently finished computing the Association's receipts and expenditures for 1988, and the results are not encouraging. A casual glance at the operating statement (below) will reveal a fund balance of \$92,142, with \$7,684 of the total obligated to the ranger museum and \$34,790 from life membership dues committed to investments. That's the good news. The bad news is that the net increase in revenue was only \$6,674, considerably lower than in the last few years. In order to put this in perspective, a review of income and expenses for the past few years is needed.

Let's begin by looking at receipts over the past four years:

#### Gross Receipts

	1988	1987	1986	1985
Dues	\$26,080	\$31,650	\$27,198	\$17,576
Sup. Raffle	15,430	14,020	8,900	—
<i>Rendezvous</i>	10,857	9,547	15,535	4,498
Interest	5,252	3,454	2,006	244
Reg. Raffle	3,949	—	5,434	3,581
G. Receipts	65,516	62,469	63,979	26,940

As can be seen, 1986 was a pivotal year for the Association, largely because of receipts from raffles, the large increase in membership, and the turnout at the *Rendezvous* in Jackson. Dues and super raffle receipts increased in 1987, but the lower revenues from the *Rendezvous* in Great Gorge and the prohibition on a regular raffle reduced gross receipts from the previous year. *Rendezvous* and super raffle receipts went up a bit last year and the regular raffle brought in almost \$4,000, but dues dropped to pre-1986 levels. One interesting note: If we'd had a regular raffle in 1987, the gross receipts for 1987 and 1988 would have been virtually the same.

An analysis of receipts can be informative, as it shows support and interest in various aspects of the organization, but growth can only be determined by comparing receipts with expenses:

#### Expenditures

	1988	1987	1986	1985
<i>Ranger</i> *	\$22,205	\$15,275	\$13,313	\$14,939
<i>Rendezvous</i>	12,636	7,945	7,941	1,273
Postage	3,694	2,199	2,027	1,740
Printing	2,045	1,691	524	478
Reg. Raffle	293	26	22	20
Sup. Raffle	4,900	3,734	3,320	—
Manager	5,666	3,333	4,000	1,650
Equip.**	4,368	2,916	—	—
G. Expenses	58,842	39,212	39,412	22,697

\*Editor's salary included.

\*\*Computers and printers for editor and business manager.

The greatest cost increase has come with the publication of *Ranger*. As the magazine has covered more employee concerns, it has grown in length and increased in production costs. Postal rates and printing costs also went up last year. Each issue has been worth the extra expense, and a cap on production expenses would cause reductions in length, frequency or quality.

Although expensive, the super raffle prizes have been grand attractions for this fund raiser, and have directly resulted in increased revenues. Both raffles have been a good source of income for the Association, even after expenses. Most Rendezvous' have managed to return some funds to the operating account, but Rendezvous XII resulted in a deficit of \$1,779. This year's attendees found a professional atmosphere, accommodating surroundings, quality programs and speakers, and a full range of member services. As the Rendezvous program improves and services increase, so do the expenses.

In 1987, \$1,000 of the business manager's salary was deferred to 1988, so the real expenses in this category were about the same in each of the two years. The cost of providing membership and financial administration has increased over the past few years. In 1989, the business manager's salary will increase to \$6,000.

You were all surveyed on dues increases recently, so this is a good time to explain just where your \$20 annual dues went last year. The figures are based on a total of 1,360 paying members. We attribute \$10 of your dues to *Ranger* (the IRS requires such a figure for tax purposes), so \$13,600 of your dues went toward the magazine. Since the actual expense of *Ranger* was \$22,205, funds from other sources had to be used to make up the difference. Other expenses broken down per member work out to the following: \$3.21 for equipment, \$2.71 for postage, \$1.50 for printing, \$.81 for phone and supply costs, \$4.61 for the business manager and \$1.47 for miscellaneous expenses. That works out to \$24.31 per member.

The bottom line is that we're trying to offset a significant rise in expenses with a modest rise in revenues. In the normal course of doing business, expenses rise with the financial conditions that shape the economy, not the income structure of our members.

Rendezvous registration fees have not increased in quite some time, yet we have gone from tents and apple crates to Snowbird. Dues have not significantly increased since the formation of ANPR, yet we have seen the newsletter become *Ranger*, the development of an insurance package for members, training courses at Rendezvous, and other increases in member benefits.

We also need to consider the fact that ANPR pays next to nothing for the human resources required to administer the

Association. Most of the working members are volunteers. There's no rental for office space or utilities. The expenditures shown are vital to make ANPR a viable, functioning association. As ANPR grows, those who spend their time and personal finances on behalf of the organization are finding it harder and harder to do so, and more of these costs are being passed on to the Association.

I urge you to reread ANPR's statement of purpose and think about why you joined in the first place. See if you haven't received a great deal for a very small investment. At present our costs are increasing at a faster rate than our revenues. Rangers can not pay their bills with sunsets, and neither can ANPR.

When the expense per member is over \$24 and the fee per member is \$20, then increases in membership will increase expenses more than revenues. How long can our current dues structure support the demand for services by our members? We could continue with our present financial structure for a while, but is it fair to cover expenses with member donations to ANPR rather than rely on a more equal distribution of financial responsibility?

There's some concern that we'll lose members with a dues increase. But let's also consider the possibility of losing members by *not* raising dues. We want to insure that we'll be able to provide benefits and services to our members. ANPR runs the risk of not being able to meet the expectations of its members due to a lack of available financial resources. In this case, the cost of business is also the cost of survival.

If you're considering the option of a dues increase, think long and hard about your decision. ANPR is on the threshold of realizing its purposes in areas beyond its present capabilities. The direction is set, and we're getting the people together to complete the agreed upon tasks. It would be unfortunate if we fail due to lack of finances.

If you haven't yet seen or replied to the dues questionnaires, you still have an opportunity to do so. Call Debbie Trout at home (615-453-6816) or forward your questionnaire to her at Route 11, Sevierville, TN 37862.

### North Atlantic Regional Rep

Representative Jim Gorman, Saratoga. Address: P.O. Box 307, Gansevoort, NY 12831. Phone: (518) 664-9821 (work) and (518) 793-3140 (home).

It seems as if there's been a great deal of turnover in personnel within the region over the past year. Old friends and familiar faces have either left the Service or moved on to new challenges in other regions. If you have recently moved into the region, be sure to complete a change of address

and send it along to the business manager. If you have any questions or if I can help in any way, give me a call.

Two surveys have been conducted since the last issue of *Ranger*, one on ranger economic hardships and the other on a possible dues increase. The responses to both have been outstanding. Both questionnaires have apparently hit upon the most fundamental of concerns — our pocketbooks. The results of these should prove interesting.

There have been quite a few requests for the booklet on 20-year retirement and for liability insurance. If interested, call or write and I'll send the information. Copies have already been sent to Acadia, Cape Cod and Sandy Hook.

I'm looking forward to serving you for another two years. One of my goals is to increase the membership in the region. This can be achieved if each of us recruits just one new member. We now have about 130 members in the region, and I'd like to see more than 200 by the end of the year. Remember that you don't have to be in the 025 series or a law enforcement ranger to belong. The strength of the organization is in the quality and the quantity of the membership. Anyone with ideas on recruitment strategies should give me a call.

### Mid-Atlantic Regional Rep

Representative Roberta D'Amico, MARO. Temporary address: Mid-Atlantic Regional Office, 143 South Third Street, Philadelphia, PA 19106.

I found the final "Towards 1993" task force report published in the winter issue of *Ranger* really encouraging. I read the objectives, the goals and the recommendations with much interest.

Mid-Atlantic members should have received two ANPR updates in recent months. The first mailing was distributed to individual members via the post office; to help reduce postage costs, the second mailing was distributed through the park rep system. If you didn't receive the latter, check with your park or local rep.

An updated regional membership list (as of January) was mailed out to the reps, and I noticed some possible errors in individual listings where the address and the area the person worked in hadn't caught up with them yet. Not all members have access to park reps, but those who do will still miss out on mailings if listed incorrectly. I especially appreciate the fact that the regional membership list is now broken down into specific sites, which makes it easier for me and (I hope) for park reps.

Last but not least — I am moving. Not only will I be ANPR's Mid-Atlantic rep, but, as of January 29th, will also be the region's public affairs officer. I am currently moving, so my new home address will be printed in the next issue.

### National Capital Regional Rep

Representative Mike Barnhart, C&O Canal. Address: Route 2, Box 377, Smithsburg, MD 21783. Phone: (301) 824-3931 (home) and (301) 739-4200 (work).

### Southeast Regional Rep

Representative Scott McElveen, Great Smokies. Address: 10 Thrush Drive, Maggie Valley, NC 28751. Phone: (704) 926-0052 (home) and (704) 497-9147 (work).

By the time this is printed, Southeast members will have received the January *ANPR News Bulletin* and the Association's membership dues questionnaires. In the future, I'll be looking for help in distributing the bulletin, which will be published between issues of *Ranger*. I need park reps to reproduce the bulletin locally and distribute copies to members in their parks, because it's too expensive to send these out by individual mailings four times per year. If your park doesn't have a park rep, how about volunteering? Here's a way for you to become more personally involved in the Association.

Thanks to Jan Hill and Dave Latimore for their work and representation of the Southeast region.

I'll be meeting with Southeast Regional Director Bob Baker on February 2nd to discuss regional ANPR issues.

If you want to become more involved in a specific ANPR or NPS issue, contact me and I'll get you in touch with the right committee chair. I'm here to represent your interests to the board. Call or write any time to express your opinions and concerns.

### Midwest Regional Rep

Representative Bob Krumenaker, Isle Royale. Address: P.O. Box 534, Houghton, MI 49931. Phone: (906) 482-9210 (home) and (906) 482-0986 (work).

Thanks for the support of regional members. I look forward to being your rep for the next two years. If my tenure continues the way it's started, I expect to be busy.

By the time you read this, I will have been to WASO and back for a two-week detail, where I planned to meet with Regional Director (and member) Don Castleberry to talk about Association issues. Don was also in WASO on a detail at the time.

Thanks so far to the following regional members, who've volunteered to be park reps — Larry Johnson (Apostle Islands), Rebecca Harriet (George Washington Carver), Bill Gibson (Mound City) and John Fekete (Sleeping Bear Dunes). Next mailing, I'll use the reps to distribute things to folks in their parks to speed up the process and save money.

### Rocky Mountain Regional Rep

Representative John Conoboy, Cedar Breaks. Address: 168 East Center Street, Cedar City, UT 84720. Phone: (801) 586-2199 (home) and (801) 586-9451 (work).

Thanks again to all who voted for me for regional rep. I pledge to work hard for the members of this region and the organization as a whole. In return, I call on the members to become active on ANPR projects. At a minimum, I need to hear from you on your ideas and priorities for the organization. The board will be setting priorities on the "Towards 1993" task force goals soon, so don't delay if you want to have input in this process.

In my first mailing to regional members, I asked for volunteers to serve as park representatives. Thanks to Scott Isaacson (Timpanogos Cave), J.D. Swed (Glen Canyon), Randy Reader (Custer Battlefield) and Dan Moses (Dinosaur) for volunteering from their parks.

I have also challenged each regional member to recruit one new member for the organization. The new recruiting brochure will be out this spring. I hope to include some information to assist members in recruiting with my next regional mailing. Feedback on the reasons people do or do not join would be helpful.

If you know the current addresses for David Taylor, Joe Zarki or Thomas Hudspeth, please get in touch with me.

On Thursday, January 12th, Brent Jacobsen, a law enforcement and fire prevention technician for the Forest Service in Idaho, was shot and killed while assisting in the search for two suspects in a robbery/kidnapping. Anyone who would like to help his family can send a contribution to the Brent Jacobsen Memorial Fund. The address is Idaho Panhandle Forests, 1202 Ironwood Drive, Coeur D'Alene, ID 83814. Attention: Lee Hartman.

### Southwest Regional Rep

Representative Dale Thompson, Big Bend. Address: Chisos Basin, Big Bend National Park, Texas 79834. Phone: (915) 477-2244 (home) and (915) 477-2251 (work).

### West Regional Rep

Representative Frank Dean, Yosemite. Address: P.O. Box 577, Yosemite, CA 95389. Phone: (209) 252-4848 (work) and (209) 372-4242 (home).

The recent *ANPR News Bulletin* which you received represents an effort to bring important issues to your attention in a timely manner. By distributing these newsletters through an informal park representative network, it should facilitate a better exchange of ideas and concerns among the membership. To make this system work efficiently, we need additional members to volunteer as park reps. It's a good way to become more involved in the Association, and learn about some of the key issues affecting our profession. If you are interested in becoming a park rep, please give me a call.

Thanks again to all the members who completed the economic hardship survey. The survey questions obviously touched a nerve, as evidenced by the frank and somber responses. Once the comments are consolidated, the plan is to take them to the directorate in Washington. I'll keep you informed as this effort progresses.

### Pacific Northwest Regional Rep

Representative Jan Dick, Nez Perce. Address: P.O. Box 84, Spalding, ID 83551. Phone: (208) 843-2926 (home) and (208) 843-2261 (work).

### Alaska Regional Rep

Representative Mary Karraker, Yukon-Charley. Address: c/o Yukon-Charley Rivers NP, P.O. Box 64, Eagle, AK 99738. Phone: (907) 547-2233 (work).

## Rendezvous XIII at Hot Springs

Rendezvous XIII, the first to be held in Southwest Region, will be held from Sunday, October 22nd, to Friday, October 27th at the Arlington Resort Hotel and Spa, in Hot Springs, Arkansas. The Rendezvous site coordinator is Dick Knowlen of Hot Springs and Dave Mihalic of Mammoth Cave is the program coordinator.

Those of you who are disposed toward long-range planing or who have to beat out the other rangers in your park for annual leave to attend the Rendezvous should get your leave slip in tomorrow! If you're planning on attending the Midwest Region Superintendents' Conference at Springfield, MO, near Wilson Creek National Battlefield, you should be aware that it has been scheduled just prior to the Rendezvous to give those attending an opportunity to get down to Hot Springs.

The historic 490-room Arlington Resort Hotel and Spa will simultaneously host the Rendezvous and a gathering of the Service's Employees and Alumni Association. The hotel, which is located in the heart of the historic district and across the street from the park in downtown Hot Springs, offers the traditional hot springs bath house along with a swimming pool, hot tubs, game rooms, shopping mall, exercise room, several restaurants and lounges, and privileges at a nearby country club. The room rate was set in 1987 at \$45 per night, single or double occupancy, plus tax. About 200 rooms have been reserved for ANPR. Advanced registration and reservation deposits can be made by calling The Arlington Resort Hotel and Spa at 1-800-643-1502 (outside Arkansas) or 501-623-7771 (inside Arkansas).

Hot Springs National Park is the oldest park unit of the National Park Service. It was established as a reservation in 1832, and redesignated a national park in 1921. It is also the only national park in an urban area. The park contains 47 natural hot springs, historic Bath House Row, and 5,834 acres of oak-pine-hickory forested mountains.

Hot Springs is located in the southwest corner of Arkansas, and can be reached by car off Interstate 30 or 40. It is a one hour (55 mile) drive from Little Rock by car. Executive Travel will again be available to help members in planning their trips to Hot Springs. The closest commercial airport is in Little Rock, where one can rent a car or obtain a shuttle bus to any location in Hot Springs.

Dave Mihalic, program coordinator, is working with the members of the Employees and Alumni Association, including John Chapman, their program coordinator, on a possible theme for the joint gathering. If anyone has any suggestions for a potential theme, particularly



*The Arlington Resort Hotel and Spa in Hot Springs, site of this year's Rendezvous.*

*Arlington Hotel photo.*

those of you that are members of both associations, you are urged to contact Dave directly (P.O. Box 28, Mammoth Cave, KY 42259; 502-758-2251). Possible workshops include sessions on dealing with Congress, special interest programs, and working with the media. Those with other workshop or activity ideas should also drop Dave a note. A tentative schedule of events will appear in the summer issue of *Ranger*.

There is a possibility that a PPC match can be set up which would be held at the city police range. As it's not yet certain that the logistics can be worked out, anyone interested in entering should contact me as soon as possible (410 Oakwood Avenue, #72, Hot Springs, AR 71913; 501-321-9785).

At the last Rendezvous, Jerry Yarbrough of Amistad was asked to look into the feasibility of a golf tournament for Rendezvous XIII. It appears that we can use the course owned by The Arlington Resort Hotel and Spa.

"If you have never played golf in Arkansas, you're in for a real treat," says Jerry. "For those who have never played golf, there's not a better place or time to start."

Greens fees will be reduced to a very reasonable rate, depending on the number of players. Jerry proposes a Florida best-ball, select-shot type tournament, with team awards and prizes for closest to the pin, longest drive (on designated tees) and

most balls lost. Teams can be established with duffers and non-duffers alike, using average scores, handicapped, non-handicapped, potential or whatever it takes to make up teams. If you feel it's time for ANPR to attempt something new and would support a golf tournament, please drop Jerry a note or call with your suggestions or comments (105 Fiesta Drive, Del Rio, TX 78840; 512-775-7491).

Once again, the call has been sounded for members to begin their projects so that we can have a raffle that will surpass all previous raffles. Nancy Wizner will coordinate the raffle. If you can't make it to the Rendezvous but would still like to donate something, please send your items to Dick Knowlen (1100 Woodlawn, #5, Hot Springs, AR 71913).

Kathy Loux will again spearhead the registration. She stresses that everyone planning to attend should make *sure* that they pre-register. The pre-registration form will appear in the summer issue. As an incentive to pre-register, only those attendees who have pre-registered prior to September 20th will be able to obtain refunds.

So mark your calendars and start making plans for a hot time in '89. Come on down to a park where "you're in hot water" is not just another phrase!

Jeff Ohlfs  
Hot Springs

## Committee Reports

### Housing

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

### Dual Careers

Chair: Barb Stewart, Shenandoah. Address: P.O. Box 1700, Front Royal, VA 22630. Phone: (804) 823-4675 (summer) and (703) 999-2243 (winter).

### Seasonal Interests

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

### Rendezvous

Chair: Dennis Burnett, Cape Cod. Address: Cape Cod National Seashore, South Wellfleet, MA 02663. Phone: (617) 349-1754 (home) and (617) 349-3785 (work).

Members of the committee will be traveling to the Showboat Hotel in Las Vegas this spring for contract negotiations for Rendezvous XIV in 1990. The "Y" of the Rockies is being actively looked at as a site for a Rendezvous after 1991 since they have recently restructured their prices for young families. Corpus Christi, Texas, is another area currently under consideration.

### Sales

Chair: Kurt Topham, Herbert Hoover. Address: P.O. Box 239, West Branch, IA 52358. Phone: (319) 643-5594 (home) and (319) 643-2541 (work).

### Ranger Museum

Chair: Jim Tuck, Fort Smith. Address: P.O. Box 1406, Fort Smith, AR 72902. Phone: (501) 783-3961 (work).

## 1993 Workplan Directory

For purposes of this tracking effort, both goals and recommended actions are listed together. Where a goal was similar to another, both have been combined; where a goal was process rather than action oriented, it was excluded.

### Objective I — Employee Issues

- 1 — Intake Program
- 2 — O25 Standards
- 3 — Special Pay Rates
  - Discussed with regional directors (*Ranger*, "ANPR Actions", spring, 1989)
  - Economic hardship survey conducted, fall, 1988; initial report prepared; follow-up survey mailed, March, 1989.
- 4 — Positive Educational Requirements
- 5 — Seasonal Recruitment
- 6 — Housing
- 7 — Twenty-Year Retirement
- 8 — Permanent Status
- 9 — Vacancy Announcements
- 10 — Liability
- 11 — Seasonal Recognition
- 12 — Personnel Demonstration Projects
- 13 — Park Operating Budgets
- 14 — Dual Career Opportunities
- 15 — Issue Comment Process

### Objective II — System Policy Issues

- 1 — Media Ties
- 2 — Congressional Contacts
- 3 — Comments on Actions
- 4 — International Contacts
- 5 — Subject-Matter Specialists
- 6 — Position Papers
- 7 — *Park Futures*
- 8 — Media Contact
- 9 — Tax-Exempt Status
- 10 — Policy Statements
- 11 — Park System Articles
  - *Ranger* section established to report on actions of ranger organizations overseas and at home (*Ranger*, "Common Ground", spring, 1989)
- 12 — International Attendee at Rendezvous
- 13 — Canadian Rendezvous

### Objective III — Membership Involvement and Services

- 1 — Health Insurance
  - Member health insurance program information carried regularly in *Ranger* (ongoing)
- 2 — Internal Communications
  - Newsletter begun (*ANPR News Bulletin*, January, 1989)

- 3 — Liability Insurance
- 4 — Reduced Retirement Instructions
- 5 — Social Activities
- 6 — Rendezvous Locations
  - Las Vegas and Y of the Rockies looked at as prospective, low-cost, attractive sites (*Ranger*, "Committee Reports", spring, 1989)
- 7 — Regional Organizations/Communications
- 8 — Park Chapters
- 9 — Committees
  - Member participation solicited (*Ranger*, "President's Message, spring, 1989; *ANPR News Bulletin*, January, 1989)
- 10 — Recruitment
- 11 — Member Involvement
- 12 — Standing Committee on Communications
- 13 — Member Recognition
- 14 — Electronic Mail

### Objective IV — Professional Concerns

- 1 — Voluntary Standards
- 2 — Training Agenda
- 3 — Cross-training
- 4 — Career Counseling
- 5 — Pairing Project
- 6 — Professional/Historical/Field Articles in *Ranger*.
  - Articles on EMS evaluation and wildfire suppression techniques; "Looking Back" and "Working in the Parks" series begun (*Ranger*, spring, 1989)
- 7 — Publishing
- 8 — Bookstore
- 9 — Employment Reprints
- 10 — Equipment Purchases
- 11 — Position Management Articles
- 12 — Course Catalogue
- 13 — 171 Videotape

### Objective V — Special Projects

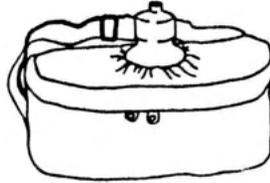
- 1 — 75th NPS Anniversary
- 2 — Ranger Museum Financing
- 3 — Citizen Recognition
- 4 — Special Populations
- 5 — NASA Contact

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**Association of National Park Rangers**

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Box or street: \_\_\_\_\_ Division: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

NPS employees: Park four-letter code (i.e., YELL) \_\_\_\_\_  
Region (i.e., RMR; WASO use NCR) \_\_\_\_\_

- Voluntary contribution to Ranger Museum  \_\_\_\_\_

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- Life — open to all individuals\*  \$200.00
- Subscription — 2 copies of each issue available only to organizations  \$ 20.00

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

**Important Notice**

In order for ANPR to be an effective member-oriented organization, we need to be able to provide park and regional representatives with lists of members in their areas. It is therefore vital that you enter the park and regional four-letter codes before submitting your application.

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Edited by David J. Simon

Foreword by Joseph L. Sax

National Parks and Conservation Association

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