RANGER

The Journal of the Association of National Park Rangers

Vol. VI, No. 2 Spring, 1990

ANPR: The Record

Letters

Editor:

George Hartzog, Jr., director of the National Park Service from January 8, 1964, to December 31, 1972, gave a warm informative, and inspirational speech at Rendezvous XIII. Mr. Hartzog's views on the direction, guidance, and management of the National Park Service and its charges were a reaffirmation of my own thoughts. This from a man who shut down operations in national parks due to lack of funds and submitted his resignation in protest of the replacement of knowledgeable career employees with political appointees.

Through his words, I experienced his vision. The vision of Mather and Albright. The vision of dedicated, motivated National Park Service employees, whatever their grade or position. My vision. My reason for working for this organization. Under men of Hartzog's caliber, the National Park Service grew, prospered, and moved as one force in its stewardship. It is interesting to note that the directors of the National Park Service from Steven Mather to Hartzog were all well-qualified and dedicated Service employees. The appointment of Ron Walker in 1973 opened the door to attacks at the Service's foundation from within. Politics became the game to play, career futures depended on how well the game was played, and decision-making centered around presidential, not Congressional, mandates.

The last eight years have torn at the organization's fabric and pushed and pulled it in a leaderless, focusless direction where hidden agendas became commonplace, misinformation the norm, and corruption a part of doing business.

The concerned National Park Service employee (seasonal and permanent) has, each in his or her own way, contributed to the stability that is left from these turbulent, unsteady, leaderless times. Our leader was the vision, the vision that started it all; our guide was the Organic Act, concise and simple; our belief was that this nation wants, needs, and supports the preservation of our natural, cultural, and historic resources. I came out of this time somewhat battered and discouraged but more resolute than ever in my belief in the National Park Service mandate and drawn to the people who carry that mandate like a torch against the night.

Pat Quinn
Glen Canyon

Editor:

Please find enclosed my check for a life membership in ANPR. This is my 30th year in the National Park Service (counting my seasonal and military service time).

I think the officers and membership of ANPR are doing an outstanding job representing the rangers in the Park Service. Your positions on law enforcement issues, housing and twenty year retirement are appreciated by us in the field.

Also, I want to thank you for your excellent coverage of the Yosemite Tenants Association case in the ANPR bulletin. We are hoping a settlement is near, and much thanks to that goes to ANPR and our local lodge of the F.O.P.

Ron Mackie
Yosemite

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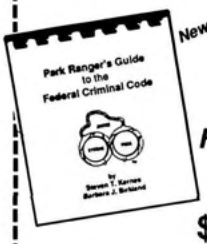

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RANGER
The Journal of the Association of National Park Rangers

Vol. VI, No. 2 Spring 1990

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.

The membership of ANPR is comprised of individuals who are entrusted with and committed to the care, study, explanation and/or protection of those natural, cultural and recreational resources included in the National Park System, and persons who support these efforts.

Submissions

Letters and manuscripts should be sent to Bill Halainen, Editor, *Ranger,* 640 North Harrison Street, Arlington, VA 22205 (703-522-4756). Prospective authors should contact the editor before submitting articles. All submissions should be typed and double-spaced.

Change of Address

If you're moving, *please* send a change of address card either to the editor (address above) or to Debbie Gorman, Business Manager, P.O. Box 307, Ganse-voort, NY 12831.

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President's Message

Over the years of the organization's existance, a number of former or non-members have expressed the same two perceptions upon which they base their long-standing dissatisfaction with the organization. They allege that ANPR does not accomplish anything, and that it is controlled by NPS management.

As a response to some of this recurring sniveling*, this issue of *Ranger* features a lengthy article which highlights some of the Association's many accomplishments. The list is lengthy. The list is impressive. The list speaks for itself.

Equally important to actual accomplishments is the fact that ANPR has been able to provide significant informal counsel and advice to National Park Service decision-makers. Beginning in 1979, when the Association had approximately 300 members, each and every ANPR president has had access — both formally and informally — to the top leadership of the NPS. With one exception, the Director has attended every Rendezvous since the fourth gathering in the Ozarks in 1980. What other organization or function can offer the opportunity to meet with the Director on an annual basis?

I also commend to your attention Tom Ritter's comments regarding the effectiveness of ANPR on a number of key professional issues. As a senior NPS manager in the Washington office, Tom had an opportunity to assess the contributions of the Association as well as anyone could. His comments on ANPR's effectiveness as a ranger organization are both enlightening and gratifying.

The officers and directors of ANPR are nominated and elected by their peers and colleagues in the Association. Each ANPR member's nomination and vote, whether a first-year seasonal or a senior manager, carries exactly the same weight and consequence — no more, no less.

Simply because ANPR officers (particularly past ANPR presidents) have tended to be some of the more experienced "graybeards" of the NPS does not mean those individuals are in the pocket of NPS management. The same characterisitcs and traits which won them election to ANPR positions — the ability to represent a variety of interests and positions, place issues in perspective, deal with complex situations and organizations — are the same characteristics and traits which are in demand for NPS management positions.

As I review what the Association has accomplished during the past twelve years, I find that we have an excellent track record, both in terms of quality and quantity. Those non-member individuals who have an open mind regarding ANPR would agree. Those individuals who continue to denigrate ANPR efforts and effectiveness have other reasons why they prefer not to be Association members — reasons that don't necessarily have anything to do with our accomplishments as a professional association.

The latter may be unreachable, but not the former. I challenge each of you to recruit at least one of the first category of current non-members this year.

*Some people might think "sniveling" is too harsh a word (the dictionary defines sniveling as "complaining or whining tearfully") and wonder why we bandy it about so frequently. Sniveling, in this context, has to do with griping a lot and not doing much about it. It's a word that comes readily to mind when you've heard the same complaints for the tenth time from folks who aren't around much when the call goes out for volunteers to work toward the resolution of the problems that precipitated those same complaints...

ANPR Actions

Economic Hardship Survey

There's been positive action on several recommendations made by the Association in its economic hardship report of last summer, and several sources report a heightened interest among some members of Congress in seeking ways to mitigate the plight of many NPS rangers.

The best news has been the approval of special pay rates for park rangers in Boston (the counties surrounding the city) New York/New Jersey (the metropolitan area, Long Island and eastern New Jersey), San Francisco (the counties around the bay), and Philadelphia. All of the rates significantly increased the pay received by rangers working in parks in those areas. Other packages are reportedly being prepared for OPM's consideration. In order to qualify for special rates, parks must be able to document significant recruitment and retention problems.

OPM provides special pay in the form of increased steps rather than through separate pay tables. Most lower-graded rangers (GS-4's and GS-5's) in these areas received increases of up to four steps. The increases diminished with higher grades, but even GS-9's picked up a step in most cases.

Although the Association's recommendations on housing have not yet been implemented, the degree of interest in seeking relief has increased markedly. As a direct result of the attention brought to the problem by the hardship report, several parties in the Administration and Congress have begun taking a close look at legislation which could remedy the situation.

Among the eight legislative initiatives that the NPS is proposing for the second session of the 101st Congress is one which states the following: "Legislation to provide cost of living and housing allowances for certain field employees may be needed, along with proposals to improve housing stock for employees in remote or high-cost areas. Many entry-level field employees experience severe financial hardship in high-cost areas such as Los Angeles and New York."

Assistant Secretary Harriman has also prepared a list of legislative initiatives which her office expects to pursue in this Congress. Her listing includes the major proposals made by the NPS and Fish and Wildlife Service, but also contains a listing of "certain items of interest to these bureaus (which) will also be my personal initiatives..." Second of the five on her list is the proposal listed above.

Rick Gale will be meeting with the Assistant Secretary late in March to talk further with her about this proposal.

Numerous conversations with Congressional staffers indicate that such legislation would find interested and supportive sponsors on both sides of the Hill.

Although there may not have been a great ground swell of interest in the media, several publications did comment on the economic hardship report, including *Federal Times, Government Executive, National Parks,* and, most importantly, *Thunderbear.*

Rick Gale has also written to John Reynolds regarding the latter's MBO project on employee morale. Rick focused on a problem of great concern to employees — management and supervision:

"What is important to note (about the survey findings) is that there were no specific questions... dealing with management and supervision. The responses are those from frustrated employees themselves.

"I think you can draw two conclusions from the data:

(1) The feeling by employees of frustrations with ill-trained, inept and incompetent managers and supervisors undoubtedly exceed the sample percentage.

(2) NPS employees are crying out for change. Fully 14% of the survey respondents list the need to provide better park level management and supervision and the need to develop an agency sense of caring for its employees as being items *more important* than those of poor housing and pay inequity in requiring corrective action to improve employee morale.

"As a part of one of five recommendations for corrective action to alleviate economic hardship, the Association has specifically recommended the establishment of a management development program. However, as we have repeatedly told the Director, such a program must be a single, Servicewide approach to be effective. Ten varying regional programs simply will not work in the long run.

"The Association is extremely interested in your employee morale project. We look forward to seeing your recommendations and stand ready to support any effort which will enhance enlightened management and supervision in the National Park Service."

* * * * *

Twenty-Year Retirement

The ANPR lawsuit challenging the Office of Personnel Management administrative regulations pertaining to firefighter/law enforcement officer enhanced annuity retirement is still at the discovery stage. During the coming months, the firm of Skinner, Fawcett and Mauk will be developing the factual information which will form the basis for our challenge to the current OPM regulations, including written interrogatories to OPM officials, requests for production of documents, and, in all likelihood, the taking of depositions from one or more key OPM officials.

The court will then be asked to determine whether or not these current regulations are arbitrary and capricious and should therefore be revoked. The court could either make a summary judgement, or, if it finds merit to each position (plaintiff and respondent), could schedule a trial.

Meanwhile, Rick Gale has written to the Dirctor, asking that the National Park Service quickly move forward in its assessment of which positions Servicewide will qualify for twenty-year retirement in the future:

"Enhanced annuity retirement claims made under 5 USC 8336(c) continue to be a matter of very real concern to the membership of the Association of National Park Rangers. Among other things, 5 CFR 831.905 and 906 place an affirmitive duty on employing agencies such as the National Park Service to submit a request to the Office of Personnel Management for a determination as to whether or not the duties of particular NPS positions meet the statutory and regulatory criteria of either a qualifying 'primary' or qualifying 'secondary' position.

"The Association of National Park Rangers continues to be concerned about the lack of progress that the National Park Service is making toward identifying and recommending specific positions as 'covered positions' for the purposes of enhanced annuity firefighter/law enforcement retirement under the provisions of the law. While the more than 1,000 persons who have filed for individual enhanced annuity coverage may have their individual cases claiming credit for past service adjudicated in the near future, we do not see any movement by the National Park Service to systematically designate covered positions in concert with covered individuals.

"The Association fails to understand why the National Park Service is not being more proactive on this issue. In November, 1988, the Service named 'testing designated positions' for random urinalysis screening. Many of these identified testing designated positions fall into the law enforcement category. The Association fails to understand how an individual can occupy a law enforcement position for the purposes of drug testing, but at the same times does not (or does not to date) occupy the same law enforcement position for the purposes of enhanced retirement coverage.

"The National Park Service is also proposing a strict health and fitness guideline which mandates minimum physical fitness standards for those employees who perform arduous emergency activities as a condition of employment. These arduous emergency activities, termed emergency services, include law enforcement, wildland

fire and structural fire. To directly quote from the proposed guideline: 'Employees who are operationally involved in emergency services *must* meet the mandatory standards of the HFP (emphasis added).' Failure to do so will result in personnel action up to removal/termination.

"The guideline has as one of its stated management objectives to 'develop and maintain optimal employee effectiveness and job performance through increased fitness and health.' The underlying premise, stated by the Congress, for enhanced annuity retirement for law enforcement officers and firefighters is to insure a youthful, vigorous work force for those occupations. The Association also fails to understand how an individual can occupy a position for which, if he/she fails to meet physical fitness standards, he/she can be terminated, but occupying that same position does not qualify him/her for enhanced annuity retirement coverage.

"The Association suggests that the National Park Service and its employees would be better served by viewing law enforcement officer and firefighter positions in their totality, rather than in one light for punitive purposes and in a diametrically opposed light for enhanced benefits purposes.

"There are at least three reasons for prompt attention to the issue of position coverage as contrasted with individual coverage. First, as individual claims for enhanced annuity retirement coverage are adjudicated, those individuals receiving such coverage will immediately have two questions and concerns. The first — 'is the position I currently occupy a covered position?' The second — 'is the position for which I am applying or for which I have been selected a covered position?' Both questions have major impact to the employee as well as to the agency in terms of morale, employee mobility and position management.

"Second, it seems to the Association that the directed reassignment of a covered individual to a position of undetermined coverage could be a grievable or otherwise actionable personnel action. The likelihood of this can be avoided by the uniform designation of covered positions.

"Third, the Association believes, and will so advise its affected members, that until a determination is made regarding covered positions, as contrasted with covered individuals, people who have filed for individual enhanced annuity coverage should refile no later than September 30, 1990 and on subsequent September 30's until position coverage is identified, recommended and determined. This is necessary to ensure that the individual remains in compliance with the provisions of 5 CFR 831.908(e), which mandates that OPM will consider only one year of previous qualifying experience for filings after September 30, 1989. If for no other reason, the National Park Service should move forward rapidly to determine position coverage so as to eliminate this onerous, unnecessary exercise on the part of the employee, the Employee Relations Branch of the National Park Service, reviewing officials in the Department of the Interior, and Office of Personnel Management decision makers.

"We urge that the National Park Service take a proactive stance to immediately begin the process of identifying and recommending covered law enforcement and firefighter positions. We would certainly expect that in meeting the foregoing regulatory obligation, the National Park Service would evaluate positions for enhanced annuity retirement benefit coverage consistent with the criteria for adjudicating requests for credit for past service as a law enforcement officer or firefighter as spelled out in the Acting Director's subject memorandum of February 15, 1990. ANPR believes that special attention must be given to the review considerations set out on pages five through seven of that memorandum."

* * * * *

Independent Park Service Bill

The Association has again been asked to testify on behalf of the so-called "Vento Bill" — this time by the Senate, which began hearings on the bill in late February.

At the express request of Senate staffers, the Association prepared the following statement on the bill, which was delivered at the hearings:

"Mr. Chairman, thank you for the invitation to comment on S.844, Mr. Bradley's bill to establish a National Park System Review Board and for other purposes in relation to the National Park Service. Such attention to the National Park Service is, we feel, overdue, given the political pressures that have been exerted on the agency during the last decade.

"The fact that the Association of National Park Rangers feels compelled to testify in writing rather than in person is perhaps one of the strongest arguments in favor of S.844. Composed of 1,600 professional Rangers, the Association is committed to the preservation and protection of the cultural, recreational and natural heritage of our nation. No member of the Association felt that he or she could take the career risk of testifying in favor of certain aspects of S.844.

"There has been, Mr. Chairman, considerable public debate over the provisions of S.844 and its companion bill, H.R. 1484, already passed by the House of Representatives, that would remove the National Park Service from the direction of the Secretary of the Interior. The Association does not have an official view on the wisdom of these provisions. We see advantages and disadvantages in the current organization and in the organization outlined in S.844. What we would ask is that the ability of park professionals to voice points of view on significant policy issues be restored and protected. We have watched with dismay as senior National Park Service professionals have testified at Congressional or other public hearings. What they say is often at odds with what we know they believed. The nation simply cannot afford to have the resource values of the National Park System sacrificed for narrow partisan goals.

"The Association strongly supports the plan to require that the Director of the National Park Service be a Presidential appointee, subject to confirmation by the United States Senate. As you are well aware, the Director's position is one of only two of the ten Bureau Directors within the Department of the Interior that is not a Presidential appointment. Appointment by the President would confer upon the position additional prestige. Senate confirmation would allow a public debate on the merits of the appointment. We would suggest, however, that S. 844 be amended to provide further guidance on the qualifications of the Director. A future Director should be a career parks person with some experience in government service. The Director's term should coincide with that of the President who appoints him or her.

"The Association believes that the Congress has provided sufficient guidance to the National Park Service on what areas the Congress feels are critical for management action. We do not support, therefore, the legislative prescription for three Deputy Directors. We believe the Director should have the latitude to establish the kind of organization that would respond to the management challenges surrounding the administration of the National Park System.

"The Association supports the creation of a National Park System Review Board. The advice and counsel of the members of the Board would be a great benefit to the Director of the National Park Service. The Board's public meetings would provide a forum for debate on the policy issues that surround the management of our nation's park resources. Coupled with the records of Congressional

Continued on page 13

Legislative Actions

Bill Lienesch
NPCA

At the beginning of a new session of Congress, a great deal of attention is given to budget issues. The Administration's proposed budget for the National Park Service is about 5% below the level appropriated last year. The cuts can be found primarily in the construction budget, technical assistance and state grants — areas that Congress often adds funds for. In contrast, the previous Administration usually recommended overall cuts ranging from 15 to 20 percent. The Administration is proposing increases in several accounts, including maintenance, resources management, and interpretation. The proposed budget includes a little less than 50 percent of the funds needed for the next pay increase.

The Senate held a hearing in February on legislation to reorganize the National Park Service. This legislation has passed the House and would leave the Service in Interior but make it virtually autonomous from the Department except for budget issues. The hearing was held by Senator Bradley, who has introduced the companion Senate measure. Senators McClure, Wallop, Garn and Domenici expressed their opposition to the measure.

At press time, the agreement between the Senate and the Administration on Clean Air legislation had just been announced and criticized by environmental organizations for weakening significantly the bill that had come out of the Senate Environment and Public Works Committee. NPCA has been working with members of Congress to adopt amendments designed to provide greater protection for park air quality.

A number of measures will be the subject of hearings in the spring, including legislation to create a new national park in northern Nebraska as well as legislation to require the NPS to study all park boundaries and recommend needed modifications to Congress.

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,* 640 N. Harrison St., Arlington, VA 22205. 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 park area, professional specialty, and grade (optional), 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.

We're also interested in reports of upcoming social gatherings or reunions of NPS employees. Please limit your entry to a few sentences and give the name, phone number and/or address of someone who can be contacted for further information.

Transfers

Ray Brende — from GS-9 park ranger, Windigo District, Isle Royale, to GS-11 chief ranger, Pictured Rocks. Ray's address: P.O. Box 265, Munising, MI 49862 (906-387-5201).

Merry Beyeler — from park ranger (interpretation), El Morro, to fire program clerk, Bandelier. Her address: Bandelier NM, Los Alamos, NM 87544 (505-672-3861).

Daniel Boling — from GS-9 desert ranger, Barstow Resource Area, BLM, to GS-9/11 special agent, BLM, Oregon State Office, Portland, Oregon.

Steve Cinnamon — from GS-11 resource management specialist, Wupatki-Sunset Crater, to GS-11/12 resource management specialist, Midwest Regional Office.

Frank Dean — from GS-7 park ranger, Yosemite, to GS-9/11 management assistant, same.

Frank Fiala — from GS-9 management assistant, Rocky Mountain, to GS-11/12, management assistant, Wrangell -St. Elias.

Maureen Finnerty — from associate regional director for operations, Mid-Atlantic Region, to superintendent, Olympic.

Ted Gage — from GS-5 seasonal park ranger, Chattahoochee River (and detailed to SERO Science and Resource Management) to GS-5/7 permanent park ranger, visitor and resource protection, Bull Sluice District, Chattahoochee River.

Glenn Gossard — from GS-5 park ranger (interpretation), Glen Canyon, to GS-5 supervisory park ranger (interpretation), Petrified Forest. Glenn's address: P.O. Box 712, Holbrook, AZ 86025.

Nancy (Blomquist) Hagerman — from GS-7 subdistrict ranger, Death Valley, to GS-7/9 supervisory park ranger, Yosemite.

Elaine Harmon — from Gateway, Sandy Hook Unit, to Fort Davis.

Fred Harmon — from Gateway, Sandy Hook Unit, to Fort Davis.

Kent Keller — from park ranger (law enforcement), Glen Canyon, to same, Grand Canyon.

Ken Kerr — from GS-7 park ranger, Bryce Canyon, to same, Dinosaur.

Neil Korsmo — from GS-7 park ranger, Hot Springs, to same, Capitol Reef.

Mark Lewis — from GS-9 subdistrict ranger, Royal Palm Subdistrict, Everglades, to GS-11 law enforcement specialist, Everglades.

Bob Love — from GS-7 subdistrict ranger, Saguaro, to GS-9 shift supervisor, Old Faithful, Yellowstone.

John Mangimeli — from supervisory park ranger, Casa Grands Ruins, to same, White Sands.

Dick Martin — from superintendent, Wrangell - St. Elias, to chief, Branch of Resource and Visitor Protection, WASO.

Tim Oliverius — from park ranger, Skagit District, North Cascades, to fire management officer, Mesa Verde. His new address is Box 41, Mesa Verde NP, CO 81330.

Einar Olsen — from GS-12 outdoor recreation planner, Recreation Resources Division, WASO, to GS-12/13 environmental protection specialist, Branch of Mining and Minerals, WASO.

Joel Ossoff — from GS-7 park ranger (assistant sub-district ranger), Great Smoky Mountains, to GS-9 supervisory park ranger (assistant district ranger), Cape Cod. Joel's new address is 145 Off Race Point Road, Provincetown, MA 02657.

Edward B. Patrovsky — from GS-7 park ranger, BLM, Palm Springs, to GS-9 resident ranger, BLM, Morongo Valley, California. Ed can be reached at P.O. Box 768, Morongo Valley, CA 02256 (619-363-1353).

Matthew Ross — from GS-5 seasonal park ranger, Yosemite, to GS-5/7 correctional officer, Yosemite.

Fredericka Steele — from GS-6 administrative technician, Fort Union, to GS-7/9 administrative officer, Edison.

Scott Sticha — from GS-7 park ranger, Biscayne, to same, Kings Canyo. Scott's address: P.O. Box 757, Kings Canyon NP, CA 93633.

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ANPR: The Record

Bill Halainen
Ranger Activities, WASO

The Association of National Park Rangers is now just over a dozen years old — a dozen years of action and inertia, good times and bad, harmony and discord. The bench marks have been many — membership growth from 32 rangers to over 1,500, 13 Rendezvous and almost as many mini-Rendezvous, 38 issues of *Ranger* and its predecessor, the *ANPR Newsletter* — but the overall sense of accomplishment has been muddied by a perennial question: "Just what has ANPR done for its members, for the profession and for the Service?"

The answers provided heretofore have been incomplete or insufficient, partially because many of ANPR's accomplishments have not previously been recorded in print and partially because no single summation has yet been fashioned which attempts to list every significant achievement. They have been manifold, however, and the time has come to make them known.

Since a number of misconceptions about ANPR have also cropped up over the years, the discussion of the Association's accomplishments will be paralleled with efforts to dispel or clarify some of these popular perceptions.

The Association's efforts have always been focused on attaining the goals described by its founders, so an examination of its record must begin with the first Rendezvous in Jackson Hole in 1977.

As noted by ANPR co-founder Tim Stenicka in his article (*Ranger,* Fall, 1986) on that first meeting, the main objective at the outset was to get a few rangers who'd been friends together once a year "for a reunion dedicated to fun and a 'little' business... only after possible agenda topics were discussed did the idea of forming some type of ranger organization come up."

"The initial open forum discussion began with lots of talk about what rangers needed to be doing, problems they faced, and their personal feelings about many matters concerning their jobs and futures," Setnicka said. "No one in the room felt that his concerns were really being heard by 'the Service', or that there was an easy way to express such concerns to NPS management."

"The feeling of lack of representation was based on common frustrations with attempts to improve the system. Although all were deeply committed to the system, there was a universal feeling that important issues were not being addressed by the Service. Time and again, this frustration would lead us back to the need for an organization which would voice our concerns and suggestions to management."

The idea of a union was brought up, but many of those present argued that the group "would get little recognition from either rangers or the NPS if we were even *perceived* as a union." Eventually, a consensus developed that "we could only accomplish our goals through a 'loose federation' of rangers and technicians." After much thought, deliberation and debate, a statement of goals was hammerd out which summarized the key, agreed-upon objectives of the Association:

- to communicate for, about and with park rangers;
- to promote and enhance the profession and its spirit;

NEWSLETTER

THE ASSOCIATION OF NATIONAL PARK RANGERS

Expectations of Care: Setting Servicewide EMS Standards

- to support management and the perpetuation of the NPS; and
- to provide a forum for social enrichment.

The one phrase in that statement of purpose which has since caused the most discussion is the one which says that the Association will "support management." It has led some to characterize ANPR as a meek, unchallenging tool of management. Although this assertion will be disputed later in this article, it would be worthwhile at this point to examine the reasons for its inclusion.

"I put in the section on 'support management' because Rick Gale and others felt that many of us were both rangers *and* managers," says Butch Farabee, author of the statement of purpose and first president of the Association. "He didn't want to organize a group which didn't support the effort of managing the National Park Service. Many thought we were wearing two hats, but *everyone* agreed that their roots and hearts were as field rangers."

"The intent of the phrase was *never* to support the status quo," says Dick Martin, a founder and president of ANPR. If a problem needed to be dealt with, the Association would deal with it in a positive fashion.

Mike Finley, ANPR's third president, expressed the Association's position in other terms in a 1982 report to the membership: "Considering our purposes and objectives, I believe that the most appropriate role for the Association is to be a 'friend' of the National Park Service. The word friend has a special meaning to those who have ever embraced its meaning or experienced friendship. It means a willingness to provide help whenever that help is needed. It means honest communication — telling someone something that they may not want to hear but need to hear. It means mutual trust and respect. It means support in both good times and bad."

The remaining components of the statement of purpose have always been broadly supported both within the Association and the Service at large. They can be distilled into five key areas: professional issues, employee issues, system issues, communications, and community support.

Professional Issues

As befits a professional association, ANPR has taken great interest in establishing and maintaining the highest standards in the several disciplines that fall within the ranger's domain — law enforcement, emergency services, fire management, interpretation and resource management.

Of these, the Association has perhaps had the most impact in those specialties that are traditionally performed by protection rangers. The Association can lay claim to having had a significant impact on the improvement of professional standards in a number of protection-related areas, including emergency medical services, law enforcement, and fire management. As has often been the case over the years of ANPR's existence, many of the effects it has had have come through informal and unpublicized efforts to work through and with management to meet objectives.

In the early 1980's, the Association became increasingly concerned about the lack of modern professional standards and aggressive, forward-thinking program management in many visitor protection specialties. Although efforts were begun to resolve some of these problems, it wasn't until the Rendezvous at Fontana in 1982 that these issues came to a head and ANPR began to bring them to the attention of Park Service management. A workshop entitled "Protection in the Eighties" was held there, and specific problems and proposals for their resolution were laid out in detail.

Bill Halainen is a staff park ranger in the Ranger Activities Division in WASO. He's been a member of ANPR since 1979 and editor of *Ranger* since 1982.

And the person in the best position to make changes happen in Washington made a point of attending that session.

That person was Tom Ritter, who'd become Assistant Director, Visitor Services the previous January. Ritter had spent ten years in Alaska and several more in Voyageurs before coming to Washington, and felt that the remoteness of these assignments had kept him well out of the mainstream for too long a period of time for him to be able to accurately assess field perceptions of problems needing correction.

Soon after arriving, he met several members of the Association — Dick Martin, Bob Cunningham, Mike Finley, and others — who'd come to Washington to work on resolution of the 025/026 classification problem. Through them and other Association members, he became aware of their concerns about law enforcement, search and rescue and other program areas. When the Rendezvous came around, he decided to attend and get a better understanding of the issues at hand.

"At that time, I didn't have many field contacts who could provide solid information about problems and issues of concern to rangers," says Ritter. "ANPR became absolutely critical to my understanding of what rangers believed needed national attention. I went to Fontana with the expectation of rubbing shoulders with people and learning what was going on. The people there were dealing with substantive issues and making good sense on how they could be resolved. I got some very solid and reliable information at that Rendezvous."

When Ritter got back to Washington, he began acting on some ANPR recommendations. The first of these was the development of Servicewide EMS standards. John Chew, an ANPR member and ranger at Shenandoah who now works with the Department of Transportation, went to WASO on detail and hammered out a guideline (now NPS-51) which was approved with enthusiasm by Associate Director Albright and Director Dickenson.

"The EMS project was critical, because it was a pilot program and the first new standard to go through," says Ritter. The next to follow was an updated law enforcement guideline.

The content and details of NPS-9 had been debated for many years, and some important work had been completed by Jack Morehead. Completion of this critical guideline was stalled, though, because it was difficult to get consistent information from rangers who used NPS-9. Ritter asked Don Castleberry to chair the task force looking at the guideline, and ANPR members soon began providing Castleberry with specific recommendations on equipment, training and other topics.

"The Association, through the counsel it provided Castleberry, was vital in cleaning NPS-9 up and getting it published," recalls Ritter.

The real watershed on a number of these issues, however, was the meeting of all twenty associate regional directors for operations and regional chief rangers at Santa Monica Mountains in March of 1983.

"Stan Albright and I decided to put together an agenda for that meeting based on needs identified by field rangers — issues which had to be resolved before we reached a major crisis," say Ritter. "The concept and purpose of that meeting was an agenda based upon the concerns I heard at Fontana and through other discussions with ANPR members. The Association had a very important role in setting the agenda for ranger operations."

The wide-ranging agenda covered such topics as fees, a complete revision of 36 CFR, law enforcement, structural fire fighting, search and rescue, air operations, case incident reporting, health and fitness, special park uses and the uniform program (for a report on that meeting, see the June, 1983, *ANPR Newsletter,* p. 5). In all of these areas, the direction was set for the Servicewide standards now in place or about to be put into effect.

Ritter also says that it's no surprise that the subsequent chiefs of the Ranger Activities Division — Dan Sholly and Walt Dabney — and Branch of Resource and Visitor Protection — Andy Ringgold and Dick Martin — have all been active and/or founding members of ANPR, as they all shared the same desire to see changes made and the drive to get them done.

Ritter hired Sholly, the first of the four and a ground-breaker on many program innovations. "I knew what I was looking for — someone who could shake things up, analyze problems, get things moving," he says. Sholly did just that, changing the way Ranger Activities did business. The information and guidance which began at Fontana continues today.

The impetus for such complete and pervasive change has not been as strong in interpretation and resource management over the years ANPR has been around, but the Association has maintained an interest in issues affecting those two communities.

The low level of involvement in interpretive activities has often led some interpreters to believe that ANPR is not for interpretive rangers. But the fact is that interpreters have been elected to the presidency of the organization and have held many positions on the board and on committees. As will be pointed out later, *Ranger* has also addressed a wide variety of interpretive topics. The question then arises as to why the Association has not been more active on interpretive issues.

"Interpreters have always had professional associations like the Western Interpreters' Association and Association of Interpretive Naturalists — now consolidated into the National Association of Interpretation — which have truly served their needs," says Jim Tuck, past ANPR president and a principal in the arrangement of the recent consolidation of WIA and AIN. "Protection rangers didn't have a similar association for protection issues, and ANPR became a vehicle for those concerns."

Tuck believes there's another reason for the lack of activity on interpretive issues.

"I've always been frustrated that interpretation, the most important park ranger discipline, is the most difficult to support with direct ANPR activities and initiatives," he says. "It's also the toughest to define, teach, evaluate, justify and manage. Good interpretation requires creativity, spontaneity, a grasp of the larger whole — vague aspects of a person's character that are difficult to develop."

Tuck cites the differing number of guidelines between protection and interpretation — the former has eight or nine (depending on how you count them) and the latter has three — as evidence that the interpretive profession is more difficult to quantify.

"Many interpreters feel that measurement and specifications hamper creativity," he says, "and were alarmed when measurable objectives were applied to interpretive programs with the themes, goals and objectives approach to interpretive planning and evaluation. Tie this inherent character of the profession to the long-term existence of national professional interpretive organizations and I believe you have reasons for interpreters not becoming as active in ANPR as we would like."

Resource management issues have also been of interest to ANPR since its inception. An early and concise statement of this interest can be found in a resolution that came out of Rendezvous IV, held in the Ozarks in 1980: "The Association of National Park Rangers believes that the practice of resources management should continue to be, as it has been in the past, an integral part of a park rangers' professional duties. Where necessary, specific skills training should be provided to park rangers performing resources management. The Association also believes that professional competence in managing park resources must become as important an NPS goal as visitor protection is today."

A survey of ANPR members conducted in 1981 confirmed the pre-eminence of resource management as a member concern. When asked what the top funding priority should be for park programs, the number one response was resource management programs; when asked what the top training priority should be, the number one response was field-oriented, hands-on resource management training.

The Association's interest in the subject is best exemplified by the dedication of an en-

tire Rendezvous — Rendezvous V at Squaw Valley — to resource management issues. Both speakers and all workshops focused on key issues in the advancement of resource management throughout the NPS.

Over the ensuing years, ANPR maintained its high interest in resource management issues, providing draft revisions to management policies (20 pages of single-spaced comments, mostly pressing for improved resource management and protection policies), endorsements of resource management training and significant contributions toward several chapters of NPS-77.

ANPR has also taken every opportunity possible to emphasize the fact that resource management programs and operations are basic responsibilities of park rangers and has worked hard to assure that this idea is supported within the Service.

The Association is open to employees in all professional specialties traditionally under the ranger's purview and to all those who support the ranger profession, and remains willing to tackle problems of concern to any of them. But there can be no action on behalf of any ranger community if no one steps forward to express his or her concern, or takes up the challenge of seeking resolutions to significant problems.

Employee Issues

ANPR has always had a particular interest in matters that affect all rangers, irrespective of their specialties, and the list of issues upon which the Association has taken action is considerable.

It could be argued that there is no single ranger concern that the Association has been more involved in than the continuing efforts to revise and improve the GS-025 ranger series. At the time ANPR was founded, there were both GS-025 park rangers and GS-026 park technicians in the Service. In many cases, particularly at the GS-7 level and below, they were performing essentially the same duties. Agencies who utilize technician series generally do not let employees in these series work outside of their job descriptions. Ranger supervisors did so regularly, which resulted in serious morale and management problems.

Beginning in 1978, ANPR pressed for the abolishment of the 026 series and the incorporation of technicians into the ranger series. A task force was put together and a detailed position paper was formulated which called for the inclusion of "all positions with decision-making responsibilities requiring judgement, academic training, field skills or supervision" in the ranger series. "Rote, non-judgemental, low level" work would be consigned to the park aid series. The paper also included sections on establishing career ladders, improving recruitment, and providing new rangers with initial training on protection, resource management and interpretation.

The NPS supported ANPR's proposal. OPM agreed to conduct a full study of the two series and issue new classification standards. Work continued on revising the standards until the summer of 1985, when they were at last implemented. The two series were combined, and 026 was no more.

"We established the 025/026 task force within ANPR because our members told us it was *the* burning issue in their minds," says Rick Smith, who was president of the Association at the time the task force was formed. "While we are all not happy about the eventual outcome of the revisions to the classification and qualification standards for the 025 series, I am absolutely convinced that had the ANPR not kept pushing the NPS to work on this issue, we would still be where we were 13 years ago. I don't think anyone would be happy with that."

As it turned out, the new standards did not resolve all the problems with the series. Since each grade was now a "full performance" level, there was no career ladder within the series. The combining of all 026 and 025 duties in a single standard and lack of a positive education requirement meant that rangers were even less "professional."

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In normal operations, technicians implement the programs and duties that are planned and directed by a "professional" level series. Any mixture of the two is likely to dilute the grade-controlling work, and that's what happened in this case. In retrospect, it's become apparent that technician responsibilities still exist in the series even though the two have been merged. In any case, it was clear that work on the series would have to continue.

Over the course of the years since the standards were combined, ANPR has worked closely with the personnel office in WASO on classification guidelines and position management techniques. Mario Fraire, Chief of Personnel, has attended every Rendezvous since Jackson Hole in 1986 and has lead or participated with his staff in many an animated discussion of 025 classification. As a result of his initiative and joint efforts with ANPR, employees and managers throughout the System have become much more knowledgeable about the tools of personnel classification and how to use them. From the beginning, ANPR members have provided subject-matter expertise and have assisted personnel in this effort on a daily basis.

By practicing proper position management, managers can reorganize their employees' duties to better accomplish the organization's goals. In many cases, the proper utilization of position management leads to increases in grades because of increased responsibilities. Position management training is now being conducted in all ten regions. The purpose of this training is to show managers and supervisors the possibilities for organizing work and the tools for designing positions to accomplish this work. ANPR members have been instrumental in identifying the need, designing the curriculum, and teaching some of the courses.

Since 1985, the profile of grades at the lower end of the 025 series has changed dramatically. As of February, the number of rangers in the four lowest field grades had dropped as follows — GS-3 (49 to 29), GS-4 (244 to 132), GS-5 (781 to 658), and GS-6 (267 to 26). At the same time, the number of GS-7 rangers jumped from 292 to 737.

Lessons have been learned over the years of joint efforts on resolving 025 problems. "It's absolutely imperative in dealing with personnel issues on any level that we as rangers be knowledgeable about the subject and work cooperatively with personnel to achieve our mutual goals," says Walt Dabney. "We daily see evidence of our success in working with personnel. We need to continue those efforts."

Today, ANPR is actively pressing for further changes to improve the series. Two of the five recommendations the Association made in the economic hardship report published last summer are now being evaluated by the Service and the Department — upward revision of the 025 grade structure, with technician duties that may be more appropriately classified elsewhere moved out of the series, and the possible creation of a positive education requirement for the series. Although it's too early to say what will come of these evaluations, it's clear that the Service is working toward the further improvement of the ranger series.

The inadequacy of ranger salaries is another issue which ANPR has successfully brought to the attention of the Service and friends of the agency in Congress, the conservation community and the media. Although the concern over low pay was implicit in the efforts to revise the 025 series and improve grades, specific attention to low pay began with an article in a 1985 issue of *Ranger* which focused on the reasons why rangers left the NPS for other agencies.

Ranger also published a lengthy article by Hugh Dougher on the long-term decline in ranger salaries in the summer of 1988.

By the following year, it had become apparent to many in the Association that the problem was becoming severe, but that there was no documentation available to support our contention that the situation in many field areas was becoming grim — particularly in parks in metropolitan areas. Accordingly, ANPR formulated a questionnaire on economic problems and sent it to both members and non-members throughout the System; although the response was good, inadequacies in the first questionnaire led to the development and mailing of a second version. About 500 rangers replied to the two questionnaires. A summary of their responses and several tables with revealing salary comparisons were printed in the summer, 1989, issue of *Ranger.*

Since that time, the Service has sought and received special pay rates for rangers in New York — New Jersey, Boston, Philadelphia and San Francisco. And parks in several other metropolitan areas are currently in the process of preparing packages for consideration by OPM. Because of ANPR's efforts, approximately 765 rangers are now receiving a fatter pay check every two weeks.

Concerns over inadequate housing and high rental rates have been a major concern of the Association since its inception. Over the years, ANPR has continually pressed for improvements in the quality of NPS housing and for fair rental rates.

"ANPR members have always been major contributors on every housing task force that any of the Directors have established," says Rick Smith, who has participated in many of these task forces.

Here are a few of the actions we've taken:

- 1980 — Housing task force meeting, St. Louis — ANPR proposed that NPS-36 be revised to improve the required occupany section so that employees would not be required to occupy government quarters unless it was truly necessary and that such necessity be documented so that the employee could gain tax benefits. We also asked that provisions be made for employees to be relieved of required occupancy for certain urgent situations, such as family illness, schooling requirements and financial burdens. Most of the proposals were written into the guideline.
- 1984 — ANPR participated in the Director's Task Force on Long Range Housing and strongly recommended that the Service work on upgrading housing Systemwide. Such a rehabilitation and construction program is now underway. At the Rendezvous that year, ANPR instructed Rick Smith to begin working with Congress on legislative relief for housing. That effort continues today, and may at last come to fruition this year.
- 1985 — The Association successfully pressed for the rescinding of Directive 84-5 which said in essence that the Service would have no housing except in isolated areas.
- 1987 — Director Mott asked ANPR to join the Housing Oversight Committee, which provided leadership on housing matters and designed a system to implement the Director's housing initiative. There was also major input from the membership on this plan.
- 1988 — Working through Tom Cherry's housing committee, ANPR members made extensive comments on the proposed revisions to OMB Circular A-45.
- 1989 — One of the recommendations in ANPR's economic hardship calls for the introduction of a housing allowance system similar to the one employed by the military, which does not charge for required occupancy and provides a stipend for off-base housing. As of this writing, the possibility of legislative relief on housing in the near future seems increasingly possible.

Another issue of current interest is 20-year retirement for rangers involved in law enforcement and firefighting. The Association has pressed hard for such recognition for qualifying persons. A law firm was retained, and sample packages were developed and sold to interested members and others. The money was employed to bring the lawsuit against OPM which is still in the courts. An early result of this lawsuit was that OPM extended the filing date from September 30, 1989 to March 30, 1990. ANPR members have also been very active on the NPS task force working to establish criteria for evaluating 20-year retirement claims.

An accomplishment that the Association takes particular pride in is the development of the first health and life insurance package available to seasonal rangers, who previously had difficulty in qualifying for such insurance due to mobility and changes in employment. It took much hard work and many volunteer hours from those who participated in the work group to find an insurance company and pull the package together.

Space precludes a thorough reporting on all other employee-related actions that ANPR has taken, but a brief listing will provide an accurate portrait of the scope and nature of the Association's concerns:

- Dual careers — ANPR has been involved in dual-career issues since 1979, and published the first NPS dual-career directory. Through the efforts of the several members of this work group, the Service's awareness of dual-career concerns has risen markedly.
- Relocation assistance — ANPR began actively pressing for housing relocation services in the fall of 1984, and received Director Mott's assurances that such a plan would be implemented at a board meeting in Lake Geneva in 1985. That service is now available.
- Ranger intake program — ANPR began pushing for the reinstitution of a ranger intake program in the fall of 1985. The economic hardship report also recommended that the intake program be brought back. The Service is now planning to inaugurate a multi-discipline intake program in the near future.
- Career assistance — ANPR has continually strived to help members in their careers by providing hiring surveys, guidance on OPM registers, and workshops and articles on 171 preparation.

System Issues

Employee and professional concerns have been of paramount interest to the Association, but the organization has also worked on a number of System-related issues.

Chief among these were the recent revisions to *Management Policies,* the manual which establishes policies for the National Park Service. A half dozen member of ANPR produced approximately 20 pages of detailed comments to the Service, and many of our recommendations were included in the final document.

In 1989, Rep. Bruce Vento introduced a bill in the House which would establish the NPS as a separate agency. Rep. Vento contacted the Association and asked if we would testify on the bill. The Association prepared a detailed letter which partially supported the legislation and was read into the Congressional Record. A companion bill was recently introduced in the Senate, and ANPR has again been asked to testify.

An issue of major concern today is the budget crisis facing many of our national parks. *Ranger* magazine was the first publication to print an analysis of the problem, and efforts are currently underway to ask many of the same questions through a formal survey of all parks in the System.

Over the years, ANPR has also become an organization with recognized expertise on significant NPS issues and insight into field concerns and developing problems. Accordingly, conservation organizations such as NPCA, the Wilderness Society, the Sierra Club and others have begun coming to the Association for guidance on NPS matters. At the very least, the Association can usually connect members of these groups with key people in the Service with whom they can learn more about the agency's true problems. At the most, ANPR can provide thorough analyses on a host of professional and System-related issues.

Communications

Before ANPR came on the scene, communications within the ranger ranks was

limited to the grapevine, war stories swapped at training sessions and meetings, and similar haphazard and potentially inaccurate media. Moreover, rangers had no voice for making known their professional and personal concerns to either the agency or their fellows across the System. Because of ANPR, that situation has now changed completely.

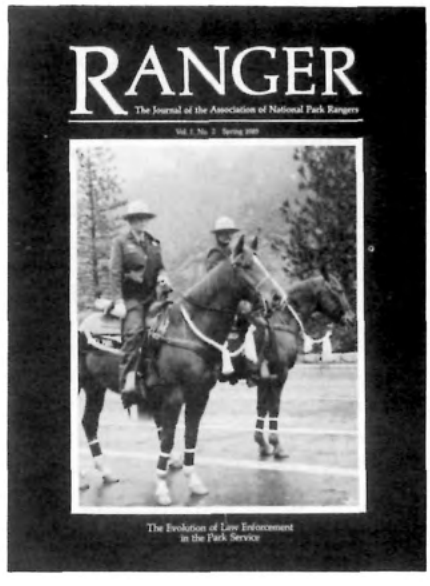
One of the Association's first efforts was to meet its self-imposed charge to "communicate for, about and with park rangers" by publishing a small newsletter. Beginning in 1978, the *Association of National Park Rangers Newsletter* started showing up in member mailboxes. From the outset, the newsletter was dedicated to both interests of the Association and interests of the entire NPS ranger community. Along with reports on ANPR business meetings and actions came updates on professional developments in interpretation, protection and resource management, news of current happenings in Washington and feature stories on subjects as disparate as the NPS women's conferences and backcountry operations.

In 1982, the newsletter, which had heretofore come out intermittently in varying designs and lengths, became a quarterly publication of from 20 to 40 pages in a magazine format. Two years later, a new cover was designed, the quality of the paper was improved, and the newsletter became *Ranger: The Journal of the Association of National Park Rangers.*

With the advent of the standardized newsletter/magazine (hereafter referred to as *Ranger* for convenience's sake), rangers for the first time had a regularly-produced publication of their own — a place where issues could be debated, where professional concerns could be aired, where topics not covered by other NPS publications could be printed.

A brief look at the contents of the last dozen years of *Ranger* shows how broadly professional, employee and Association issues have been covered, and demonstrates clearly that the magazine has been the voice of the NPS ranger profession:

- Articles on the full scope of professional concerns have appeared in the magazine. Along with regular, brief reports on the new developments in each professional specialty, there have been lengthy features in every area of interest to rangers:
  - * Interpretation — Articles on resource management and interpretation, interpretive skills, interpretive goals and objectives, funding for interpretive operations, interpreting war and peace in the parks, and legislative authorities for interpretation.
  - * Resource management — Features have included articles on resource management for rangers, major trends in resource management, and a full issue on the ranger's role in resource management operations.
  - * Protection — Overviews of EMS, 36 CFR revisions, health and fitness, alcohol abuse patterns in the parks, the history of law enforcement, a full issue on ARPA, law enforcement training, a full issue on poaching, and the history and current status of fire management.
  - * General professional concerns — *Ranger* has dedicated full issues to resource protection, women in the NPS and supervision and leadership.
- The magazine has regularly carried articles on subjects that were overlooked by other publications, were groundbreaking in nature, or were not reported elsewhere because they were either deemed controversial or not perceived as problems. These included features on the multi-specialist ranger, the paperwork crisis in the NPS, remote assignments and stress, position management (several articles), both sides of the Yosemite Tennants' Association lawsuit, 20-year retirement (several articles), the budget crunch in the parks, and ranger pay and economic hardship.



- Over the years, a number of well-known conservation writers have contributed articles to the magazine on both the ranger profession and protection of the National Park System, including Destry Jarvis, Paul Schullary, Rod Nash, Alfred Runte, Gary Machlis, and Joseph Sax.
- *Ranger* has conducted surveys which have provided enlightening portraits of the Service, including studies of member (1982), protection ranger (1983) and seasonal concerns (1983, 1988), an analysis of why rangers leave the NPS (1985), a review of superintendents' backgrounds and qualifications (1983), comprehensive surveys of seasonal hiring by park (summer season 1983, 1986, 1988 and 1989; winter season 1985/86, and 1987/8), a summation of 500 questionnaires returned in the economic hardship survey (1989), and a report on park budgetary problems (1989).
- Sections have been developed and continued in the magazine to provide readers with information on transfers ("All in the Family"), the history of park rangers ("Looking Back"), new books about conservation or ranger professions ("In Print"), and developments in Washington ("Legislative Actions").
- The letters section of the magazine has provided a forum for rangers to discuss issues of concern to them; well over a hundred have been printed in its pages.
- *Ranger* has dispensed information of practical use to rangers, including tax advice, dual career directories, liability insurance, seasonal health insurance, OPM registers and addresses, guidance on completing 171's, lists of seasonal training academies, and the aforementioned seasonal hiring surveys.

There's one other point that needs to be mentioned about *Ranger* that helps dispel another myth about ANPR — that only an elite few get to participate in the Association. By actual count, just under 275 people — almost all of them rangers — have contributed to *Ranger* or its predecessor in one way or another over the past dozen years.

But *Ranger* isn't the only communications vehicle now available to rangers. Along with its social benefits, the annual Rendezvous provides a first-rate forum for exchanging information with other rangers across the Service at all levels of management.

Each year, from 200 to 500 rangers have an unequalled opportunity to sit down in one place for four or five days, hear outstanding speakers, find out what's going on in the Service, and have a chance to speak to and influence managers on NPS policies and practices. Despite the perception some singularly unenlightened people have that the Rendezvous is simply a place where people go to drink too much beer, the fact is that the social aspects that predominated in the first gatherings quickly gave way to a realization that the Rendezvous could serve a much higher purpose.

"Although the first Rendezvous at Grand Tetons was conceived as primarily social in nature, it soon became obvious that there were many professional issues on the minds of those in attendance, and that has become more and more apparent at each succeeding Rendezvous," wrote president Dick Martin in 1983. That statement is even truer today, when Rendezvous have come to be crammed with business meetings, formal presentations, and workshops.

Ever since the earliest years, the Association has had outstanding speakers at the Rendezvous — people who have enlightened and challenged their listeners, given them new perspectives on the Service and Sytsem, and put fire back in their blood. Who can forget the truly inspirational speeches given by Barry Lopez at Jackson Hole in 1986 or Carolyn Warner in Hot Springs last year? Or the political analyses of the Audubon Society's Brock Evans in Fontana (1982), Sen. Gaylord Nelson in Bar Harbor (1984), Rep. Wayne Owens at Snowbird (1988), and Sen. Bill Bradley at Great Gorge (1987)? How about John Good's insightful speech on the problems of the ranger profession at Snowbird, or George Hartzog's musings at Hot Springs on a "few things I don't understand" about the NPS?

At every Rendezvous except one since 1981, the Director of the National Park Service has also attended and either given a speech on the current state of the agency and/or informal workshops to hear ranger concerns. The working sessions with Director Mott at Lake Geneva in 1985 and Great Gorge in 1987 were particularly fruitful; the results of the former have been noted above.

Rendezvous workshops offer participants with a unique opportunity to keep abreast of the most recent developments on subjects of professional and employee concern and to often have direct input on significant issues. Virtually every Rendezvous for years has had workshops in which WASO managers from protection, interpretation, resource management and housing have provided current updates on key issues and solicited comments and ideas from participants. There have also been practical workshops on, among other things, supervision and 171 preparation. And there have been working sessions in which members have had the opportunity to develop, guide and participate in upcoming ANPR activities.

Examples of ways in which rangers have had the chance to specifically affect future program directions are many, but three will suffice for this accounting:

- At every Rendezvous since 1980, R&R Uniforms has set up displays and actively solicited attendee suggestions on modifications to current uniform items or new items that should be considered.
- The participants in the health and fitness workshop at Snowbird in 1988 worked with the program manager and the doctor who is helping to develop the Service's health and fitness standards to actually develop basic criteria for those standards.
- Several ADP specialists from WASO set up a computer showing the new Nationwide Incident Based Reporting System in its early developmental stage this past fall in Hot Springs. Based on the input provided by rangers there, the system was significantly modified to be more responsive to field needs.

But rangers also have the chance to influence the future of the Service in less formal ways. The Rendezvous has come to be recognized as an excellent place to go to find out just what's going on in the field.

"The Rendezvous is a place you can go to verify what you're hearing from other sources," says Tom Ritter. "Where else would you go for such input?"

Walt Dabney agrees. "There's no substitute for the Rendezvous for face-to-face discussions of issues of interest or concern to us all," he says. "The Rendezvous provides an excellent forum for such discussions."

One last aspect of communications in the context of the Association needs to be mentioned. ANPR provides members with a network of contacts throughout the Service who can help you out on problems when you don't know where else to turn. At first, that might seem like an affirmation of the perception that ANPR is just a bunch of "good old boys" who indulge in insider trading to keep management of the agency among a chosen few. But that's hardly a reality in the first place, and not at all what's meant here. What's meant can best be summed up by Roberta D'Amico, a past regional representative for Mid-Atlantic Region.

"Although I've been an armchair observer for much of my seven years in ANPR, I've nonetheless gained something from the organization that's hard to define in black and white," she wrote in a recent issue of *Ranger*. "I've recently moved into a position that has presented me with a situation with no defined resources to go to for answers. Over the past few months, I've called on past ANPR acquaintances for assistance, using the Association as common ground. I've gotten answers to my questions, usually preceded by a valuable discussion of the National Park Service.

"No matter what our professional differences may be, most of us in the NPS are here because of the commitment to the Service's mission. One of ANPR's prime assets is its members and the resources which they can direct you to. It's a professional organization that can serve you well."

Community

The Association has also helped unite the ranger profession into a single community. Much of what has already been said about the magazine, the Rendezvous, networking and the positions the united members of ANPR have taken on a variety of issues supports this contention. But there are other aspects of ANPR's support for the ranger community.

Beginning with an initial proposal in 1983, ANPR has worked hard for the development of a ranger museum in the Norris Soldier Station at Yellowstone. A cooperative agreement was signed with the NPS to develop the museum, and ANPR successfully marshalled support with a statement signed by every former director of the NPS who was still alive in 1986, including Horace Albright, Connie Wirth and George Hartzog. Raffle money has been donated to the museum, and a campaign to find a major corporate funding source has been underway for the last few years (several contributors were found, but had to be disqualified due to conflicts of interest). Although it's been slow going, the Association has never given up on the museum.

Another aspect of community is supporting people in need. After Hurricane Hugo hit the Southeast and Virgin Islands in 1989, the board voted to donate all raffle receipts to the hurricane relief fund. Within four days, the Association raised $2,700 and sent a check for that amount to Southeast Region.

But there's a larger aspect to community as well, and that has to do with the sense of belonging to a family of people with high ideals, a strong sense of comradery, and a common desire to work to resolve the myriad problems facing the agency today. It's at the annual Rendezvous that these characteristics are most evident. When 300 or 400 or 500 rangers get together in one place (a situation which, incidentally, occurs nowhere else in the NPS on a regular basis), there's a certain chemistry that occurs that's hard to define but intoxicating to partake of.

Some people say that they get feelings at the Rendezvous akin to those they had during their first years as seasonals, or that the *espirt de corps* evident there reminds them of the way things used to be in the NPS before the agency became so bureaucratized and buried under the dilemmas of the modern world. It's a rare person indeed who doesn't come out of the Rendezvous with recharged batteries and rekindled zeal.

Yes, that does sound a little rhapsodic, but that doesn't mean it isn't true. For the most part, people become rangers because they believe in the goals of the Service and the work they're doing. Given half a chance to dig themselves out from under work burdens and frustrations over seemingly unresolvable problems and the old enthusiasm comes quickly back to the surface. The Association keeps that enthusiasm alive.

Conclusion

It is clear to see that the Association of National Park Rangers has been an active, vital supporter of the park ranger profession since its earliest years, and that the assertion that ANPR hasn't ever done anything is ludicrous. Why is it that the Association has suffered such slings and arrows? Have we

misunderstood what rangers really want or need? Or have we not been radical enough in our actions?

"None of our accomplishments, I suppose, will satisfy the folks who want the ANPR to be more strident in voicing employee concerns or more militant in advocating specific personnel policy changes," says Rick Smith. "We have always steered away from this approach, believing that an organization dedicated to the perpetuation of both the Service and the System cannot become too militant about personnel issues without losing its focus on the preservation and protection of the values for which our parks were established."

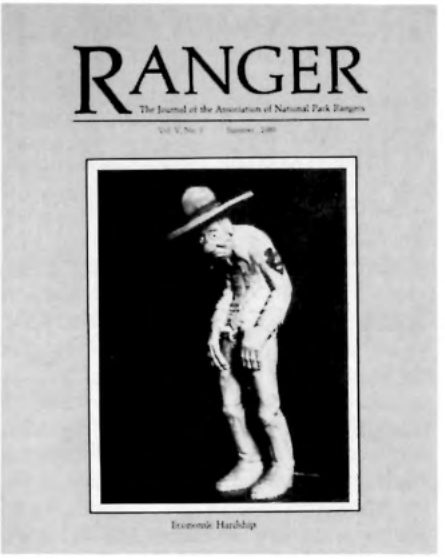
"If, however, that is what the majority of members wish the ANPR to become, there exists an avenue for that change," he adds. "It's called becoming active in the organization, building membership support, and electing people to ANPR offices who advocate this approach. All this, of course, takes hard work and dedication; it's a lot easier to bitch about something than to actually do something about it."

"I have always been convinced," says Dick Martin, "that the Association mainly served the function of providing a mechanism for members to help the Service solve problems and to provide a communication forum so that members could keep in touch with each other and help each other solve common problems. Frankly, I must admit to having precious little patience with those who want someone else to do something for them that they are not willing to do for themselves."

"When I was president of ANPR," he says, "there were a great many members and non-members who had ideas and wanted help. There were also a significant number of individuals who would call up, explain a problem, and then ask me to solve it for them. My response would be for them to form a little work group and get some other like-minded people together and work at solving the problem themselves. There were some people who would accept the challenge, but there were also a large number who would then say that they didn't have the time or the expertise or that it was ANPR's duty to solve their problem. But it has always been and continues to be my conviction that NPS employees should be part of the solution."

ANPR has always been a member-run organization. There may be a perception among some that only a few get to run the show, but the truth is that literally hundreds of rangers have served on the board or committees or task forces, volunteered to help out at Rendezvous or mini-rendezvous, contributed to *Ranger,* or otherwise participated in this organization. With the exception of two staff people who receive minimal compensation, every hour has been *contributed without compensation* toward the betterment of the Association, the profession and the Service. That point can not be underscored enough — literally thousands of off-duty uncompensated and often little-recognized hours have been racked up by the members of this organization over the years.

Perhaps it's time to ask *yourself* a question: "Outside of my regular job, what have I done over the past few years to resolve the problems that concern me most? How have I helped my fellow rangers? Have there been one or more instances when I've seen a problem discussed at the Rendezvous or in *Ranger* and just said 'Well, ANPR can take care of that'?"



You are ANPR. There is no "they", as in "they should do this" or "they are responsible" or "they really screwed that one up." It's not "they", it's "we." And we all need to help out to make this organization work.

John Reynolds put it well in his address to the membership in Hot Springs last fall: "The Service is overwhelmed (these days) with what I call mindless criticism. It has become the way to be. Unless that changes, unless we all become responsible, thinking, caring professionals who truly believe that the diversity of the (NPS) family is strength and work in word and deed to make it that way, nothing else will heal the cancer that (afflicts the Park Service). You have a responsibility to criticize, but *only* constructively and with the follow-up of suggesting solutions that fit in the realities of today or tomorrow."

The opportunities to help out are myriad; if you don't find a project to your liking, you can get together some folks and work towards a common goal under ANPR's auspices and with its support. The "Towards 1993" task force report identified scores of projects that need to be accomplished, yet few have stepped forward to take on the responsibility for seeing them to fruition.

There is much work to be done in coming years. We need to better identify interpretive and resource management issues and develop strategies to resolve them. We need to continue efforts to improve housing, the 025 series, pay, and ranger intake and management identification and development programs. We need to develop active park-level chatpers. We need to work on serious problems of Systemwide concern, such as budgetary shortfalls and the protection of our parks from the myriad impacts that plague them today. We need to increase the money in our treasury so we can undertake more activities. And we need to work hard on seasonal issues such as within-grade increases and benefits.

We have accomplished much, but we need to do much more. Each of us holds the key to the success or failure of this organization, and by extension to the success or failure of the ranger profession and the agency. Now's the time to become a partner in the common effort to make our future better.

ANPR Actions *continued*

hearings, there would exist an unprecedented public record upon which to base future legislative initiatives and agency policy decisions. The Board's budget recommendations would provide the executive and legislative branches an unencumbered view of the needs of the National Park Service, and its annual report would assist in establishing priorities for the allocation of fiscal and human resources.

"Mr. Chairman, thank you for the opportunity to comment on S. 844. If you need additional information or if we can be of further assistance, please do not hesitate to contact us."

NPS Women:
Benefits of the Albright Ranger Training Program, 1964-1984

Polly Welts Kaufman

In February of 1964, the National Park Service responded to new federal affirmative action initiatives by inviting two women to join 39 men, most of whom were park rangers, at the "Introduction to Park Operations" class at the Albright Training Center at the Grand Canyon. Because the Park Service would not allow women to assume the title of "ranger" until 1970, one came as an historian and the other as a naturalist.[1]

This study of the effect of the training at Albright on the careers of NPS women over the 20-year period following 1964 reveals that participation in that training had a significant positive impact on the careers of these and other women in the Service.

As part of my overall study of the history of women and national parks, I decided to find out what effect participation in the Albright training sessions had on the careers of women participants. I also wanted to know what difference training women as rangers made to the Service. In addition, because it is commonly said that women's grades are lower than men's grades because they have been in the Service a shorter time, a study needed to be made of the careers of specific women and men over an equivalent span of time. A useful list for this purpose was that containing the names of women and men who entered the Albright training program over a period of 20 years.

Between 1964 and April, 1988, 27 percent (508 individuals) of Albright trainees have been women. Group One consisted of the 220 women (14 percent of class totals) who attended "Introduction to Park Operations" between 1964 and 1979. Until the first ranger intake class in 1972, the percentage of women attending these classes generally hovered below 10 percent.[2] With the beginning of the intake classes, the proportion of women grew to about 20 percent.

Group Two was made up of the 140 women (30 percent of class totals) who attended "Ranger Skills" between 1980 and 1984. Group Three included the 140 women (40 percent of class totals) who took that same course between 1985 and April, 1988.

Methodology

In order to discover the effect of women's participation in the Albright training classes between 1964 and 1984, it was necessary to trace each member of each class. A check of a 1985 (October 8th) alphabetical roster of employees proved useful in locating men, but was not helpful in locating all women because of possible name changes upon marriage. For that reason, women still working for the Service were surveyed to see if they knew what happened to their female classmates who were not located on the register. Women whose positions put them in contact with large numbers of Park Service employees were also contacted.

Almost as many women turned up using the survey method as did from the roster. Of the women in the 20-year span of the classes, 86 percent were located who were either still working for the Park Service or known to have left the Service. Their grade levels at about the time of the October, 1985, roster were used for the study.

In addition to estimating the retention rates of male and female Albright trainees, two comparisons were made. Women's grades were compared to men's grades for the whole, permanent 025 ranger series as of January, 1985, and the grades of female and male Albright trainees as of October, 1985, were compared to the grades of the 1988 permanent female and male rangers. An effort to use a 1985 roster arranged by series for the overall grade study turned out to be too confusing because at that time the 026 park technician series was being phased out.

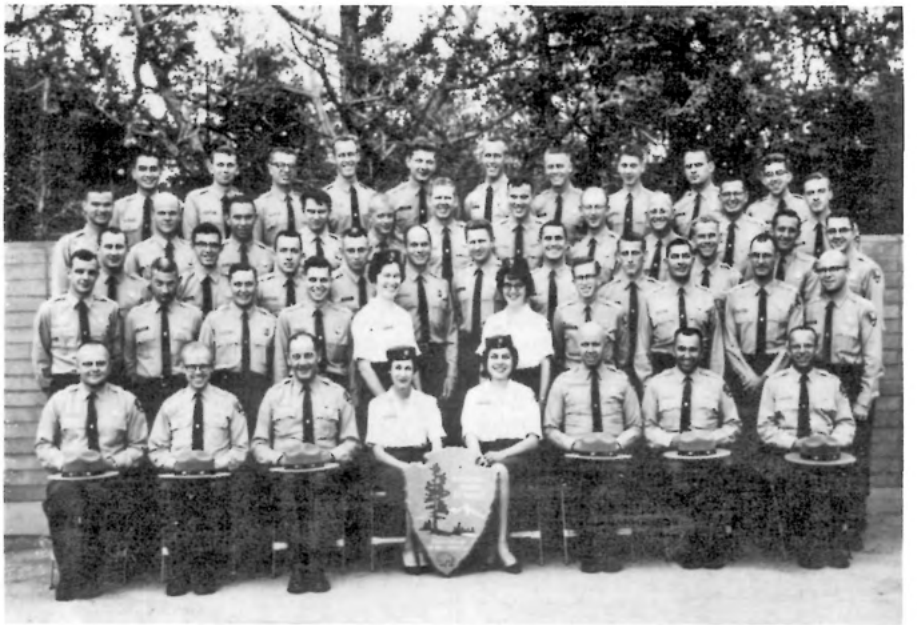
The next available roster was the one for January, 1988, which was arranged by gender, series, and grade. The difference in the two years and three months proved to be less significant than might be expected. The basic comparison being made was between men and women: the grades of women and men who attended Albright were compared at the same time (October, 1985), and the grades of the women and men in the whole 025 series were compared at the same time in early 1988.

In addition, the overall pattern of the percentages of women in each grade who were in the whole 025 series appeared to have changed only slightly during the course of the two years and three months, especially at grade 9 and above. Three other rosters were available: February 28, 1970 in alphabetical order, April 10, 1976 in alphabetical order, and July 13, 1983 arranged by series. A database was also created of all women Albright trainees.

Findings: Retention of Albright Trainees

The first finding is that Albright trainees continue to work for the Park Service in good numbers. What is more, Albright-trained women continue to work for the Service at the same rate as men. For the Albright trainees in Group One ("Introduction to Park Operations") from 1964 to 1979, 65 percent of the women and 66 percent of the men stayed in the Park Service.

The women's figure was reached by adding half (17) of the unknowns to the total. This was justified because the difficulty in locating women with married



The seventeenth session of "Introduction to Park Operations," held from July to September of 1965, was the second to admit women — Elaine Hounsell and Jo Ann McKelvey Morris, seen here in the center of the second row. NPS photo.

This study of the effect of the Albright ranger training on the careers of Park Service women is part of a larger study of the history of women and national parks being written by Polly Welts Kaufman, who would appreciate comments on this study. Her article on the first women Park Service ranger-naturalists appeared in the *Journal of Forest and Conservation History* in January, 1990.

names meant that some women still working for the Park Service could not be found because of their name changes. In addition, some of the women who left paid positions married Park Service personnel and continue to contribute their services both as paid and unpaid employees, often going in and out of paid NPS work as their husbands move around. Even if all the unknown women were counted as having left, the retention of women in Group One would be nearly 60 percent.

For both women and men in Group Two ("Ranger Skills", 1980-84), the retention rate was 80 percent. Again half (8) of the women's unknowns were used. If all of the unknown women were counted as having left, the retention of women in Group Two would be 74 percent.

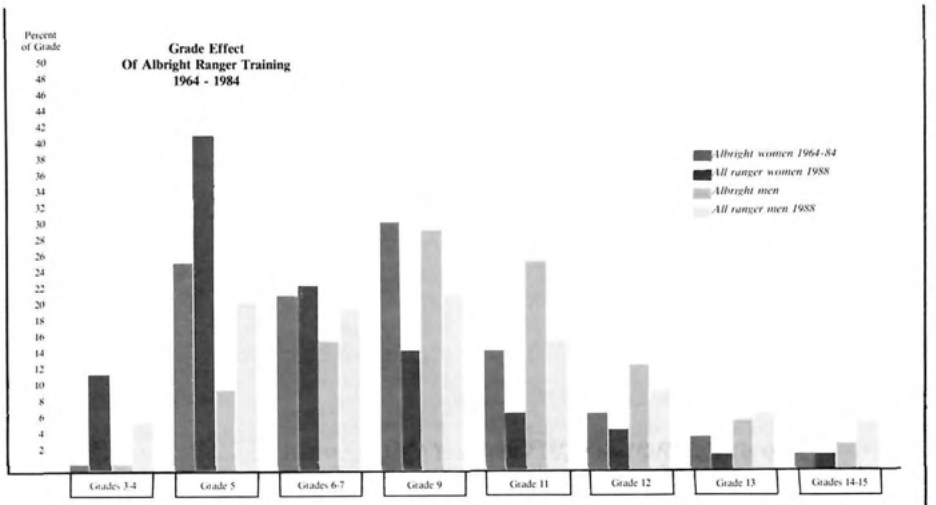
Although the retention rate of rangers in the Park Service in general was not available for comparison, the influence of the Albright training on retention is extremely positive. This can be attributed in part to training which engenders a sense of Park Service loyalty and pride and produces Servicewide contacts, and in part to the high standards of the initial selection process for trainees.

Findings: Grade Increases for Women Albright Trainees

As the graph printed with this article indicates, women who stayed in the Park Service who attended the Albright training sessions over the 20-year period achieved significantly higher grades than women in the 025 ranger series in general. The grades of all women rangers peak sharply at GS-5 and fall off rapidly. Although the Albright-trained women still have considerable representation at grade 5, the median of their grades is approximately GS-9, two grades higher.

Former women trainees also narrowed the gap between the grades of women and men. Both male and female trainees achieved a median in the range of grade 9, with the Albright men showing a higher representation at grade 11 and above and the women showing a higher representation in grades 5 and 7. Albright women exceed the grades of regular 025 men until they intersect at grade 11, after which the women's grades decline more rapidly than the men's grades. In other words, the Albright training allowed women to exceed or equal the level of all 025 male rangers, Albright-trained or not, through the grade of GS-11. Albright-trained men reach higher grade levels than both the whol group of male rangers and Albright-trained women.[4]

Perhaps an even more significant measure of the importance of the Albright training to the careers of Park Service women is the high percentage of Albright women among all the 025 women in the higher grades in the 1988 roster. For this



The positive effect of the Albright ranger training program on the careers of both male and female rangers is illustrated in this graph. Each bar represents the percentage of the whole group represented in the bar. For example, in grade 9, the percentage of the whole group of women who attended the ranger training at Albright from 1964 to 1984 who achieved a grade 9 is 30 percent, while the percentage of the whole group of women rangers in grade 9 is 14 percent. Albright male trainees who were in the wage grade series are not included in this graph. They represent 3.5 percent.

comparison, the names of women attending Albright through April, 1989, were used.

At the grade 9 level and above, Albright women represented 50 percent or more of all the 025 women. At GS-9 the percentage of Albright women is 59 percent; GS-11, 50 percent; GS-12, 50 percent; GS-13, 75 percent; GS-14, 17 percent. At GS-5, Albright-trained women represent only 30 percent of the total and for GS-6 and GS-7 combined, 42 percent. Although the age factor does help to explain the low numbers of Albright trainees in the two lower grades, it alone cannot explain the high percentages in the upper grade levels.

Historically, Albright training has had an immediate impact on the careers of women rangers. In 1970, the first year that women appear as rangers on a roster, all but one of the eight 025 women were Albright trainees, as were four of the thirteen women in the then new 026, park technician series. In a 1976 roster, 72 percent of the women in the 025 series and 32 percent of the women in the 026 series received Albright training.

Two other groups of women have been influenced by the Albright experience — women superintendents and women chief rangers. Of the approximately fifty women who have served as superintendents, 22 attended Albright. Of the 26 women superintendents serving at the end of 1989, 14 completed the training. Of the present 17 women chief rangers, eleven are Albright graduates.

Findings: Influence of FLETC

Between 1978 and 1986, 30 percent (189 women) of the graduates of the Federal Law Enforcement Training Center (FLETC) at Glynco, Georgia, were women. Because age is a significant factor in this study, it is probably too early to determine the influence of the FLETC training on women's careers, but some tentative conclusions can be reached. Of these FLETC women, one-third also attended the ranger training at Albright at some time before April, 1988.

In early 1988, about one-third of the group was at grade 5 and another one-third at grade 9. Grades 6 and 7 represented one-quarter of the group. Only five of the women had achieved a grade 11, but of those, four have recently been appointed to superintendencies.

The fact that one-third of the women are already at grade 9, the same percentage for women trained at Albright between 1964 and 1984, may show that the percentage is more influenced by their Albright training than their FLETC training. On the other hand, since the FLETC women are probably younger than the total Albright group (because their training only reaches back to 1978), it may indicate that FLETC represents a fast track to a GS-9 for women rangers. The retention rate for FLETC trainees between 1972 and 1986 is about 82 percent, slightly higher than the retention of a comparable age group, the Albright trainees between 1980 and 1984, who persisted at the rate of 80 percent.

History of Women Rangers: 1970-1983

The story of the progress of women as rangers can be told by examining available NPS rosters. Women in 1988 represented 22 percent of the total 025 series. Looking back to 1970 and the first women in the 025 series, one finds eight female 025 rangers

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along with 13 female 026 park technicians. Together, they represented three percent of the total number of employees in the 025, 026 and 453 ranger series (the latter series was phased out soon after). Four of the 82 naturalists in the 452 series (also about to be phased out) were Albright-trained women, and 17 of the historians were women, with all but three Albright-trained. The women naturalists and at least half of the women historians eventually entered the 025 series. Fourteen (16 percent) of the 87 in the 090 guide series, also being phased out, were women, two of whom were Albright-trained. Many of them entered the 026 series.

In 1976 women comprised six percent of the 025 series and 32 percent of the 026 series for a total of 22 percent for the combined series. In 1983 women held 14 percent of the 025 positions and 37 percent of the 026 positions, for a total of 29 percent for the combined series. Because the 1983 roster was for July, it may reflect seasonals as well.

Conclusions

One of the proven methods for helping such under-represented groups as women and minorities in any field is to offer them training opportunities. This study of the effect of Albright ranger training on the grade levels of Park Service women over a period of 20 years demonstrates the positive results of a training opportunity. Not only have the Albright-trained women narrowed the gap between the grades of male and female rangers, they have also continued to work in the Park Service at the same or nearly the same rate as men. Because the most common reason for women's leaving is marriage, the Park Service could even increase its retention rate for women by continuing to offer creative solutions to the dual-career problem.

There is one cautionary note to this generally positive study. Of the Albright trainees between 1964 and 1984, 22 percent were women. Their retention rate and their age level is approximately the same as the men in their Albright classes. It should follow that the numbers of women superintendents, who are also in the 025 series, should begin to reflect that percentage, but that is not the case.

In 1980, approximately nine percent of Park Service superintendents were women. Although the pool of Albright-trained women has grown steadily, the percentage of women superintendents declined to between seven and eight percent by the end of 1988. With the appointment of ten women as superintendents in the year 1989, the downward trend has now reversed and the percentage of superintendents who are women increased to between 10 and 11 percent.

Another area where women are under-represented is in the position of regional chief of interpretation, where only one of the ten is a woman, and she happens to be an early Albright graduate.

It also appears that the proportion of female and male permanent rangers may have leveled off. By 1989, the merger of rangers in the 026 and 025 series, begun in 1985, had been completed. Women comprised 22 percent of the 025 series, the same proportion of women in the combined 025/026 series in 1976 and lower than the combined 025/026 women in 1985 of 28 percent. One explanation for the higher percentages in 1985 is that some of the 026 women actually did clerical work and may have moved out of the 025 series after the merger of the two series.

The position of women as park rangers has improved greatly since the first two women entered the Albright training session in February, 1964. Although they were initially accepted as rangers with some reluctance, Park Service women have responded to the opportunity to serve in those positions. The Park Service has found women to be an important resource for park ranger positions. Women rangers have convinced both the public and the Service that the question of whether or not women can be effective as park rangers no longer needs to be asked.

Notes

1. The first two women were Barbara A. Lund, a naturalist at Saguaro NM, and Barbara A. Sorrill, an historian at Colonial NHP.
2. The three ranger intake classes, one in the fall of 1972 and two following in 1973, were comprised at least in part of persons who achieved high scores on the Federal Service Entrance Examinations.
3. The following chart represents the difference in the percentages of women in each principal grade of the 025/026 series for 1985 and the 025 series for 1988:

	1985 (025/026)	1988 (025)
Grades 3-5	41 percent	37 percent
Grades 6-7	20 percent	24 percent
Grade 9	15 percent	16 percent
Grade 11	9 percent	10 percent
Grade 12	10 percent	11 percent
Grades 13-15	6 percent	6 percent
Total	28 percent	22 percent

The higher percentage in the lower grades and overall may partly represent women in the 026 series doing clerical work who left the 025 series after the merger.
4. While the large majority of Albright trainees stayed in the 025 series, both some men and some women eventually entered other series. When discussing the grade levels of former Albright trainees, no attempt was made to differentiate between individuals remaining in the 025 series and those moving to another series.

Liability Issues for Park Rangers: The Intoxicated Driver

William O. Dwyer, Ph.D.
and
Dan S. Murrell, I.D., LL.M.

Late one Friday evening, a patrol ranger stops a motorist for a traffic offense, and during the course of the stop the ranger comes to suspect that the driver may be under the influence of alcohol. Acting on his suspicion, the ranger asks the driver to undergo a couple of field sobriety tests.

The subject fails the tests marginally, but he is fairly articulate and convinces the ranger to let him drive home, which is only three miles away. The ranger decides to let him go, especially because an arrest would entail several hours of effort and a 75-mile round trip to the detention facility — not to mention the court appearance.

Fifteen minutes later, the same violator has a head-on collision with a young couple on a date, leaving them permanently crippled. At the hospital the violator's blood is drawn, and the subsequent analysis indicates that his blood alcohol content is 0.16. The children sue under the Federal Tort Claims Act, maintaining that the ranger was negligent in the performance of his duties by not removing an individual whom he knew to be an intoxicated driver from the road.

This fictional scenario is similar to *Crider v. United States* [U.S.D.C., So.D. Tex., C.C.Div., C-84-261 (1988)], where the victim of such an incident sued under the Federal Tort Claims Act to recover damages resulting from an accident with an intoxicated individual who, nine hours before, had been stopped and released by two rangers at Padre Island. The United States District Court judgment against the United States was $7,500,000. On appeal, the Appellate Court, assimilating local law, reversed the judgment on a technicality of Texas law. The plaintiff, Crider, plans to appeal the decision.

William O. Dwyer is a professor in the Department of Psychology at Memphis State and a member of the department's Center for Applied Psychological Research. He is also director of Memphis State's Park Ranger Law Enforcement Training Program and president of the Association of Park Law Enforcement Trainers. He has been a seasonal law enforcement ranger for the National Park Service since 1972. Dan S. Murrell is a professor of law in the Cecil C. Humphreys School of Law at Memphis State University. He is also a trustee and a member of the board of directors of the Park Law Enforcement Association.

What are the important issues in *Crider*? Although the United States and the Park Service undoubtedly breathed a sigh of relief at the reversal, the case is still to be appealed. And what would have happened if the same situation had occured in California, or New York, or Pennsylvania, where state tort claims laws are different? Or what would have happened if Crider had decided to pursue the avenues of Federal Civil Rights law (i.e., the "Bivens analogy" to 42 USC§1983?)

Unfortunately, the Appellate Court's reversal was reached without its having dealt with the more important issues in *Crider,* issues that are still very much alive and should be addressed by those who manage or who are engaged in a park law enforcement function. In recent years there has been a trend in civil law for plaintiffs to attempt to recover damages from injuries resulting from accidents caused by intoxicated drivers who had previously been contacted by officers and released while in their intoxicated state.

There are four legal issues salient to *Crider* and the growing number of similar situations that can be found in case law:

1. To what does the term "legal duty" refer? What does it mean to owe a duty to the general public, but not owe a special duty to any individual member of the public in particular?
2. To what does the term "standard of care" refer and how does it apply?
3. What is the difference between a law enforcement officer's "discretionary duties" and his or her "ministerial duties," and why is this dichotomy important?
4. To what does "proximate cause" refer, and why is it so important?

Although these concerns are relevant to many areas of law enforcement, the issues surrounding the management of the intoxicated driver offer an excellent opportunity to demonstrate the implications of these legal concepts. Furthermore, the case law surrounding officers' responsibilities for injuries caused by intoxicated drivers whom they have released does not support any definitive statements about the exposure to liability rangers and their entities face in such situations. Thus, a thorough understanding of the issues by field personnel is even more critical.

An additional reason for addressing the topic of intoxicated drivers is that they represent one of the major arrest categories for park rangers. In a recent survey of 31 national park areas, Atkins and Dwyer (1984) found that about 80% of the arrests in other areas involved alcohol, and about 65% of the motor vehicle and boating deaths were caused by intoxicated drivers.

The *Crider* Case

In *Crider* the Federal district judge determined that two rangers did not carry out a law enforcement duty, resulting in substantial personal injury to an innocent victim. He found that the rangers' failure to arrest an intoxicated driver amounted to the "negligent performance of their official duties and a proximate cause of the plaintiff's injuries. The defendants should have recognized the possible danger of harm to third parties from [the driver's] behavior."

In its appeal, the government raised four issues, three of which are relevant to the law enforcement aspects of the case:

1. The government argued that it should not be held liable because law enforcement decisions like the one made by the rangers to release the driver fell within the "discretionary function" exception of the Federal Tort Claims Act [28 U.S.C. §2680(a)]. The Federal Tort Claims Act essentially abrogates the government's sovereign immunity, involving its employees in those situations where a "private individual" would be liable "under like circumstances."
2. The government asserted that Texas law imposes no tort duty on law enforcement officers to restrain intoxicated drivers.
3. The government also contended that the District Court erred in holding that the rangers' alleged negligence, ten hours before the accident, was a proximate cause of the plaintiff's injuries.

Because the second argument was dispositive, the Appellate Court considered only that one, and found that, because Texas imposed no duty on officers to restrain intoxicated drivers, there was cause to reverse the lower court's decision. In other words, because the incident happened to occur in Texas, the officers owed no legal duty to Crider. The court did not address the issue of whether arresting an intoxicated driver was a discretionary or ministerial function, or whether the rangers' releasing an intoxicated driver ten hours previous to the accident could be a proximate cause of that accident. It is unfortunate that these two issues were not addressed because, they have major implications for how park rangers should conduct themselves in such situations.

Legal Duty and the Standard of Care

Legal duty can be defined as that which a person is legally obligated to do or refrain from doing. It may also be that which one should do, based on the probability or foreseeability of injury to a party. As public servants, park rangers have imposed on them a duty that they must meet for ethical and professional reasons. Carryng out this legal duty will also reduce their exposure to liability. One aspect of this responsibility is the necessity (normally

statutory) for park rangers to take appropriate enforcement action when the situation requires it.

The other issue arising in this line of cases involves the "public duty doctrine," which holds that an officer's duty is to the general public and not to any specific person, unless a "special duty" has been created. This doctrine implies that the failure to restrain an intoxicated driver, where the driver subsequently causes harm to a third party, allows the third party no cause of action.

Although the law enforcement officer's historical duty is to the general public and not to a specific individual, this duty is now being redefined and expanded in the courts. In some of the cases dealing with failure to restrain, the courts have decided in favor of the public duty doctrine, maintaining that a duty to the individual plaintiff did not exist [e.g., *Barratt vs. Burlingham,* 492 A.2d 1219 (1985, R.I.)], while in other cases the doctrine was set aside and the officers or their entities were found liable [e.g., *Ryan v. State,* 656 P.2d 597 (1982, Ariz.)].

The courts' reasoning in some cases favoring the plaintiff has been that a special duty to protect individuals from drunk drivers was created by statutes spelling out police duties to enforce drunk driving laws [e.g., *Irwin v. Ware,* 467 N.E.2d 1292 (Mass. 1984)]. For a review of case law relevant to injuries resulting from officers' failure to restrain intoxicated drivers, see 48 ALR 4th 321-353.

Standard of care (in negligence cases) represents the level of care a reasonable person of similar skills and qualifications would render under similar circumstances. Because there must be a criterion by which courts evaluate behavior, the law has developed the fictional "reasonable person" and uses it to apply to the facts of a particular action. The resultant standard of care is normally couched in terms of "ordinary care," "due care," or "reasonable care" and is measured against the "reasonable person" standard.

Implicit in this legal doctrine is the notion that the standard of reasonableness is not normally met if a person engages in an act or failure to act that results in an injury or loss to someone else. Further, reasonableness implies that if the person either *knew or should have known* that his or her behavior could be the proximate cause of injury or loss to another, than an acceptable standard of care is not normally met.

Thus, a defendant's liability for an injury is founded upon what he or she knew or should have known of a risk, and that a sufficient degree of probability is present that it will cause harm to a plaintiff. A park ranger must understand the parameters of reasonableness as applicable to his or her duties under the law. No provision is made for any weaknesses of an officer, so any forgetful, careless, ignorant, foolish, rash, impetuous, timid, or clumsy person is held to this standard whether he or she can conform or not.

Discretionary vs. Ministerial Functions

Discretion may be defined as "the power to act within general guidelines, rules, or laws, but without either specific rules to follow or the need to completely explain or justify each decision or action." *Ministerial* implies that acts are done by carrying out orders rather than by making choices of how to act. *Ministerial functions* are activities that are absolute, fixed and certain, and in the performance of which there is no discretion. They are done by carrying out a general policy rather than by setting or making policy.

Because officers and their entities are traditionally immune to liability stemming from discretionary acts, the outcome of a case may center on whether the court considers an officer's decision to arrest a drunk driver to be discretionary, denying liability [e.g., *Shore vs. Stonington,* 444 A.2d 1379 (1982, Conn.); *Everton vs. Willad,* 468 So.2d 936 (1985, Fla.)] or ministerial, implying liability [e.g., *Huhn v. Dixie Ins. Co.,* 453 So.2d 70 (1984, Fla.); *Green v. Livermore,* 117 Cal.App.3d 82 (1981, 1st Dist.)].

In *Irwin v. Town of Ware* (1984), the Massachusetts Supreme Court found that police officers have a duty to the public to act with reasonable care by removing intoxicated drivers from the road. It held that this duty was not a discretionary functions, but rather it represented a ministerial function.

In *Weldy v. Town of Kingston,* 514 A.2d 1257 (N.H. 1986), the New Hampshire Supreme Court found a police officer's failure to arrest teenagers who were found in possession of alcohol in a motor vehicle to be a proximate cause of one of the teenager's injuries sustained in a motor vehicle accident that occurred five hours later. The court held that it was not within the discretionary purview of the officers to merely confiscate the alcohol in the vehicle and release the teenagers, especially because there was a state statute mandating that they be taken into custody.

In this case, the defendent-city maintained that the release of the teenagers was followed by a superseding cause of the vehicle accident, i.e., the teenager's subsequent purchase and consumption of more beer. The court, however, held that, to use the defense of a superseding cause, the defendent would have to prove that the injury was not reasonably foreseeable because of the superseding cause, something which the municipality could not do.

In *Ransom v. City of Garden City,* 743 P.2d 70 (Idaho 1987), the Idaho Supreme Court concluded that an officer was not acting within his authority when he turned the vehicle's keys over to a passenger who was also under the influence of alcohol after the officer had stopped the driver and arrested him for driving while intoxicated. Instead of calling a friend to come and retrieve the vehicle, as the officer had instructed, the passenger drove the vehicle himself and became involved in an accident which resulted in injuries to innocent parties.

Some recent cases have resulted in decisions to the contrary. However, in these cases the issue of foreseeability was not as clear, or there was a disagreement with the asertion that the decision to arrest an intoxicated driver (or a person in a position to drive) was mandated, or statutory law may have been different. Consequently, with regard to liability resulting from a law enforcement officers' failure to restrain intoxicated drivers who subsequently cause injury to third parties, existing case law does not provide a clear picture.

In an attempt to give police freedom from what they consider unreasonable threats of litigation, many courts have been reluctant to hold police liable for failing to protect innocent parties. With respect to not restraining drunk drivers, other courts have held that exposing police to possible litigation resulting from subsequent harm caused by these drivers does not seriously handicap the police in their role as agents of authority.

Proximate Cause

During the appeal of *Crider,* the government asserted that the District Court erred in holding that the rangers' alleged negligence, ten hours before the accident, was a proximate cause of the plaintiff's injuries. A *proximate cause* is something which, in natural, unbroken sequence, produces a result and without which the injury could not have occurred. It is the cause of an accident or injury. It is not, necessarily the closest thing in time or space to the injury, however, and not necessarily the event that set things in motion.

The notion of proximate cause is very important because, for liability to obtain, it is a requirement that the defendant's actions be a proximate cause of the loss or injuries. In understanding *Crider,* the government, as well as many rangers, had difficulty seeing how an event (releasing the intoxicated driver) that happened ten hours prior to the accident could be a proximate cause, because in those ten intervening hours the intoxicated driver could clearly have sobered up and become drunk again. In fact, this argument provided one of the bases (not addressed by the court) for its appeal.

It is unfortunate that the court did not treat this issue, because it may have provided some clarification of what is meant by *proximate.* Nonetheless, it is important

Continued on page 21

Looking Back

Park Rangers and Law Enforcement

Bill Blake
New River Gorge

Over the past dozen years or so, rising visitation and pressures on our parks, combined with the increased professionalization of law enforcement in this country, have had a direct impact on the law enforcement responsibilities of rangers in the National Park Service. The increased training, general shift to high-visibility equipment (such as weapons and marked cars) and strengthened enforcement policies have led many people to fear that the "traditional" ranger is rapidly becoming supplanted by police officers in stetsons.

But the reality is that law enforcement and criminal investigations have been primary roles of park rangers since the National Park Service's earliest years.

Shortly after the Service was created in 1916, rangers began replacing the U.S. Army cavalry troops who'd enforced the laws in our early parks. With their departure, it quickly became evident that the rangers would have to take over the cavalry's enforcement responsibilities — a fact noted by Director Stephen Mather in his annual report for 1918.

"It is not to be inferred that the claim is made that a military government is the only one practicable for the Park, or even that it is the best adapted or most suitable," said Mather. "It is believed, however, that no efficient protection can be given to the Parks without the support of a well-organized and disciplined police force of some description."

In his book *The Story of Man In Yellowstone,* author Merrill Beal makes it clear who Director Mather had in mind for this task. "It was clearly demonstrated (in Yellowstone) that a ranger force of a chief ranger, four assistants, twenty-five permanent Park rangers of the first class, and twenty-five seasonal rangers would constitute a 'well-organized and disciplined police force..."

Horace Albright, Mather's able assistant and the second director of the National Park Service, has been credited with being a driving force, along with Mather, in the creation of the National Park Service and its organizational structure. Like Mather, Albright understood the role and function of park rangers.

In a letter prepared for seasonal park ranger applicants while he was superintendent of Yellowstone, Albright informed the potential recruits that "the ranger is primarily a policeman," and later says that "the ranger force is the park police force, and is on duty night and day in the protection of the park."

Albright was proud of his rangers and their contributions to the successful operation of the park. In his superintendent's annual report for 1918, Albright wrote the following: "The protection of Yellowstone Park is now under the direct control of the superintendent, who exercises his authority through a very efficient ranger force..."

Albright also talks about another aspect of the early ranger's duties which continues to this day but is not well recognized — plain clothes surveillance work. "The ranger force is uniformed during the tourist season and presents a very striking appearance," said Albright. "In the fall, winter and spring, these men patrol the trails in plain clothes and are very effective in protecting the park from poachers and other trespassers."

It is clear from the 1918 report that Albright was pleased with the law enforcement work done by his rangers, as is evident in his discussion of the dramatic increase in arrests from the previous year. "This record of arrests speaks well for the efficiency of the new ranger force," he said, "and stands in contrast with the record for the last season, when but two trials were recorded and not an arrest was made for similar offenses under the military protective force." While Albright was not necessarily proud of the fact that the arrests had been made, he was proud that his rangers were doing the work necessary to make Yellowstone a national park.

There can be no doubt that both Mather and Albright envisioned law enforcement as a major duty of park rangers. They both realized that the parks of 1918 were as subject to criminal acts as the parks of 1990. They knew that parks and the people who visited them would continue to need protection after the cavalry left, and understood that civilians were needed to take their place. These civilians could have been called park marshals, park wardens or park police, but they were called *park rangers* — and rangers continued to perform those enforcement duties through the following years.

In the teens and early 1920's, a new national pastime was developing which would significantly impact the survival of the fledgling agency. The mass production of automobiles and the American highway system that followed assured the success of the National Park System. Mather and Albright were many things, but they were foremost salesmen. They realized that they had to get Americans visiting the parks in order to assure their survival. Railroads were useful for attaining this end, but automobiles were even better.

As the automobile changed our parks into what some social/political scientists have called "pleasuring grounds," it also dramatically changed the duties of park rangers. While the automobile assured the success of the national park idea, it also assured that many of the law enforcement and social problems associated with urban life were transported to the parks.

In his book entitled *Fire in America,* Stephen Pyne summed up what the selling of our parks has meant to park management. "From the origin of the park system, management of the parks has meant the management of people, not the management of natural resources," Pyne says. "The primary intrusion onto park lands came in the form of visitors."

From the very beginning of the National Park Service, increased visitation became the overriding objective of top management; from the very beginning, one of the major tools used to manage people has been the tool of law enforcement.

During the 1920's, the parks began responding to the increased visitation and increased appearance of autos. Many parks established "traffic divisions" in which motorcycle-mounted rangers were charged with the responsibilities of traffic law enforcement. The increase in problems as-

Chief rangers attending the first NPS chief rangers' conference in Sequoia in 1926. Sam Woodring is leaning against the column at center; Forrest Townsley stands to Woodring's left. *NPS photo.*

sociated with the increase in traffic can be seen in Yellowstone. In 1921, 38% of the 63 arrests made by rangers were for traffic violations; by 1925, the ratio increased to 61%.

Yellowstone Superintendent Albright was not timid when it came to enforcement. According to Richard Bartlett in *Yellowstone: A Wilderness Besieged,* Albright "was not widely loved by the (park) residents."

"Some disliked him because he was a tough law enforcer," says Bartlett. "Nearby inhabitants were disciplined for bootlegging, exceeding speed limits, hunting inside the fringes of the reservation, and for a variety of other violations." Albright also instituted a program which stressed preventing fatal accidents due to motorists driving while intoxicated (DWI). Those managers who feel that DWI patrols are inappropriate because they are not "traditional" should keep in mind Horace Albright's efforts.

This brings us to another enforcement problem traditionally faced by rangers — illicit substance sale and abuse.

In 1989, law enforcement personnel working within the System made in excess of 2,100 arrests related to illegal drugs, confiscated in excess of $524 million in illegal drugs, and eradicated well over 300,000 marijuana plants in park areas. Park administrators who hold that such interdiction and eradication efforts do not constitute "traditional ranger work" need to take a look at the Park Service of the Prohibition Era.

In the 1920's, rangers found themselves faced with many problems associated with the illegal use, possession and manufacture of alcohol. Not a few parks developed reputations for having "booze party" atmospheres. Rangers in Yellowstone and Yosemite who received numerous complaints of disorderly behavior associated with alcohol conducted successful undercover operations leading to the arrest of many individuals.

According to John Henneberger's unpublished manuscript, *To Protect and Preserve,* prohibition violations in the parks were numerous. The workload was sufficient to make it necessary for the Department of Justice to issue special instructions on how to handle violations of the Volstead Act in national parks.

As a result, all superintendents and rangers were declared to be peace officers of the law and, consequently, prohibition officers. The arrest records for the 1920's from several parks demonstrate that rangers were aggressive in enforcing laws associated with alcohol. Superintendents were instructed that, if they could not get convictions in prohibition cases, they should throw the involved persons out of their parks.

By the mid-1920's, law enforcement problems associated with increased visitation were being recognized as Servicewide problems. At the first chief rangers' conference, held at Sequoia in 1926, the attending chiefs commented on the problems associated with law enforcement. Yellowstone Chief Ranger Sam Woodring, who chaired the conference, made the opening remarks.

"Increased travel brings with it increased duties and responsibilities," said Woodring. "We are the police force of the national parks and are charged with the enforcement of law and department regulations which have the force of law and effect of law."

All the chiefs attending the conference spoke about the problems of high visitation and enforcement. The chief ranger for Grand Canyon summed up his feelings by stating that "the police problem was particularly vexing." Forest Townsley, the legendary chief ranger of Yosemite, spoke of that park's problems with traffic, alcohol and congestion in the Valley. He said that his men faced their biggest problems in traffic and police work, and went on to state that many of the problems stemmed from "booze parties" and from a "class of people found in any cheap beach resort." Showing insight into future problems, Townsley said that he expected such problems "to cause considerable trouble in the future in Yosemite."

Before we leave this era, those readers who believe that rangers today use the tools of law enforcement far more often than their predecessors should consider this fact, courtesy of research conducted by ranger Hugh Dougher: In 1926, the arrest rate per 100,000 visitors in Yosemite was *twice* what it was in 1986.

Following the learning experiences of the 1920's, rangers were ready to move on toward the development of more formalized law enforcement programs. Ranger manuals on law enforcement were developed by a number of parks. Among the topics covered in these manuals were arrests with and without warrants, arrest procedures, arrest authority, the amount of force allowed when making an arrest, search rights, search of prisoners, subpoenas, evidence, evidence management, and courtroom presentations. These manuals also established patrol and investigative procedures, procedures for making car stops, and procedures for conducting traffic accident investigations.

One manual which could be considered representative was the one employed during the 30's, 40's and 50's by Yosemite's Public Order and Traffic Division. "Your duties, more pertinently than other ranger assignments, have to do with police and traffic work," the manual states. "The problems of efficiently accomplishing this in correlation with the precepts and policies of the Park Service may often be a difficult and unpleasant task."

The manual also had a good description of the duties of rangers during this time: "The Ranger Service is that branch of the park administrative organization whose special duty is that of maintaining the peace and law and order within the park, and the prevention of violations of the rules and regulations thereof, and also of all other penal laws applicable to this park."

After World War II, the parks experienced a tremendous surge in visitation. Parks were neither staffed nor prepared for this increase. As in Mather and Albrights's time, this surge brought along its share of law enforcement problems, and park areas suffered as a result of insufficient protection personnel.

According to Henneberger's *To Protect and Preserve,* the gloomy picture of over use and abuse of park resources in 1947 led Director Drury to the inevitable conclusion: "Unless adequate ranger forces were provided for patrol and the enforcement of park regulations, the valuable and irreplaceable resources of the parks would undergo deterioration and the parks would lose their greatness and their beauty."

This realization laid the foundation for the development of the Service's law enforcement mission over the ensuing decades. Law enforcement was to be used to protect park resources as well as visitors and personal property.

One of the first comprehensive statements on law enforcement in the Service came with the publication of the *Law Enforcement Manual* in 1953. On the second page of this manual, law enforcement, as it relates to the management of the parks, is clearly defined: "Law enforcement is now a primary duty in the successful operation of the areas administered by the National Park Service." Throughout its pages, the manual makes the ranger's responsibilities clear:

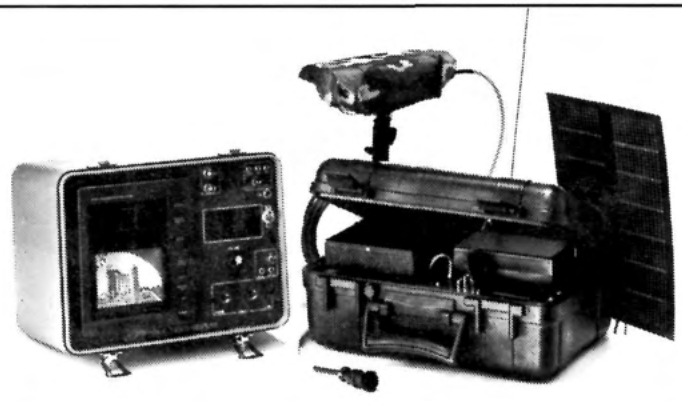
- "(The rangers') basic duty is to protect the public and the area to which they are assigned."
- "Protection of Government property located in the areas from physical damage and theft is also a very important duty of each law enforcement ranger."
- "The National Park Service ranger represents the first line of law enforcement within the Service."
- "(Park rangers) are required to detect violations of criminal laws and regulations that have occurred in their areas. They must apprehend, arrest, or cause the arrest of violators."

A good deal has changed over recent years, particularly since the passage of the General Authorities Act in 1976, but they have been changes of magnitude rather than of original focus and intent. Although rangers are responsible for many other

things, including visitor and emergency services and resource management, law enforcement continues to be a primary responsibility.

In today's Park Service, as well as historically, it is through use of the tools of the law enforcement function that park managers establish and maintain the intangible resource which *Management Policies* refers to as the parks' "atmospheric setting." It is this setting, along with the park's physical resources, that establishes parks as special areas.

Law enforcement, as carried out by many park rangers, clearly continues to be a primary tool whereby managers of national parks can protect their resources, both physical and intangible, and leave them "unimpaired" for generations to come.



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to understand that "proximate" does not necessarily mean "next to," "touching," or "close in time" in all instances.

Appropriate Law Enforcement Action and the Supervisory Function

What role should the park law enforcement supervisor play in assuring that an acceptable standard of care is being provided? It should be clear that a "quality control" component to the supervisor's job is an absolute necessity. Effective supervision is a labor-intensive activity. In our judgment, this fundamental concept is sometimes lost in those park areas that do not allow supervisors to allocate time for direct supervision in the same way time is allocated for meetings, reports, xeroxing, etc. A supervisor must become familiar with the knowledge, skills, and interpersonal approaches his or her subordinates apply to the job of law enforcement.

Of course, this is true for any law enforcement or police operation, but it is even more salient for most park law enforcement settings, where (1) rangers tend to work by themselves, (2) they tend to have less experience in law enforcement activities, and (3) there is often a significant turnover within their ranks (e.g., each summer the Service relies on over 500 trained seasonal law enforcement rangers). It is absolutely incumbent on supervisors to take the time to become familiar with the strengths and weakness of their subordinates, and, where competencies or confidence levels are marginal, take affirmative steps to insure that these employees become comfortable with their roles as agents of authority. Unfortunately, the jobs of many supervisors are designed in a way that deprives them of the time to engage in this all-important activity.

Regardless of the outcome of *Crider,* it is incumbent upon park rangers supervising a law enforcement function to have a working appreciation for the concepts of legal duty, standard of care, and foreseeability. If they err, it should be in the direction of overemphasizing, not underemphasizing, the importance of these terms as they are applied to law enforcement activities. This is particularly true in light of the trend toward increased litigiousness and visitors' desire for greater security in park settings.

The Professional Ranger

Emergency Services

Here's a summary of some of the current events in the emergency operations field and some comments how they may affect the National Park Service. If you would like more information on any of these topics or if you have information that should be included in this section, please write me at P.O. Box 7, Devils Tower, WY 82714.

• Personal locator beacons (PLB's) are being considered by individuals who want to use them for hiking, backpacking, rafting, skiing, and similar activities in backcountry areas across the nation. The Interagency Committee on Search and Rescue (ICSAR) is trying to evaluate this potential use and the impact they will have on search and rescue resources. If you have thoughts about how your operation might be impacted by PLB's, or how these beacons should be limited or controlled, or if you want more information on this topic, please write Butch Farabee, Emergency Services Coordinator, Ranger Activities (650) N.P.S., P.O. Box 37127, Washington, D.C.

• The ASTM Society's SAR committee has drafted a standard on search and rescue management. The draft standard establishes the incident command system (ICS) as the system to be employed for managing all search and rescue incidents. More information on this standard or the ASTM F32 Committee on search and rescue can be obtained from ASTM staffer Peggy Loughran at (215) 299-5560.

• Wind Cave had a successful underground search and rescue mission recently when an 18-year-old woman became lost in an unlit portion of the cave while on a practice search training session. She was found 33 hours later in good health; after a route was found to her location, she was brought out and taken to the hospital for a full check up. The search was a great example of ICS and teamwork by many volunteer groups. More than 110 searchers from around the country were used in this incident and they all worked well together to accomplish the objective of finding her alive. If you're interested in more info on this incident, you can write me or Chief Ranger Steve Bone at Wind Cave.

• The National Association for Search and Rescue has hired a new educational programs administrator and he is coordinating both a number of courses in the emergency response field and the NASAR conference in Phoenix this year (May 29 to June 2). If you want more information on either the courses or conference, contact Ed Stern at (703) 352-1349 or write NASAR at P.O. Box 3709, Fairfax, VA 22038.

• FEMA and other agencies got together recently to discuss regional and national responses to major incidents in the United States. They met in Seattle to discuss the many concerns which arose following a year that saw Hurricane Hugo and the Northern California earthquake testing regional and national capabilities. Details on the meeting are not available at this time but can be obtained by writing or calling me.

• Advanced helicopter rescue techniques have been developed at a number of parks in the past few years and have had a very important role in rescues in areas like Hawaii Volcanoes, Grand Tetons, and Yosemite. These techniques include longline insertions, rapels, and short-haul rescues. For more information, contact John Dill in Yosemite or Pete Armington at Grand Tetons on these methods.

• New books out in the emergency response field include an excellent teaching and student guide for rope rescue classes by Tom Vines and Steve Hudson, entitled *High Angle Rescue Techniques — A Student Guide for Rope Rescue Classes.* This book is a step-by-step guide that takes a rescuer from beginner to trained rope rescuer with superb photos and illustrations that make understanding easy. The price is $21.50 and it can be obtained through the NASAR Bookstore (703) 352-1349.

• Another new product out is an independent study course in the incident command system. This course is designed to give all-risk emergency responders the basic training they need in ICS to function at an incident. The course is designed as an eight-hour self-study course with a final exam that takes from one to two hours to complete and is graded by mail. The self-study guide, textbooks, binder, test, and certificate of completion are handled as a package for $45.00 and can be obtained through the NASAR Bookstore.

Bill Pierce
Devil's Tower

Interpretation

Many Servicewide interpretive initiatives have come and gone over the years, but, unlike most, biodiversity has displayed staying power. In fact, it shows every indication of becoming a fundamental part of many park programs, and is now spreading to school districts, museums and other agencies as a result of NPS efforts.

Cuyahoga Valley and Lincoln Boyhood are presenting biodiversity programs that explore the relationships between human history and changes in the environment.

West coast parks such as Golden Gate, Hawaii Volcanoes, Orgon Pipe Cactus and Sequoia have been selected by the Western Regional Office to develop model biodiversity programs.

At Golden Gate, the emphasis on interpreting biodiversity has not ended with park rangers and the public. Two, seven-hour training sessions have been conducted on the subject for three-quarters of the park's employees. Rangers, lifeguards, administrators and maintenance personnnel came together to learn about the 11 endangered species in the park and what they could do — both on and off the job — to protect ecological communities.

A video filmed in Voyageurs and Indiana Dunes, which was sent to all parks in the system and made available to schools, museums and parks, describes the logisitics for using a biodiversity curriculum developed by the Midwest Regional Office, Minnesota Environmental Education Association and the National Parks and Conservation Association. All National Park Service permanent interpreters have received a copy of this curriculum, which complements and supplements the biodiversity handbook sent out to all NPS interpretive staff in 1989. Presentations on the curriculum which were conducted at the National Association of Interpretation Conference in Saint Paul were well attended and drew much interest from many in the field. One of the conference speakers was Neil De Jong of Everglades, who said that people throughout the country were calling him asking for materials on the subject even before the curriculum had gone to press.

What accounts for biodiversity's relative longevity and apparent popularity? Perhaps it is the subject itself, with its easy application to parks and its timely relevance to conditions as they are. With the plethora of posters and publications available on this subject, most park rangers should now be familiar with the term and its broad implications.

Very simply, it is a word drawn from biological diversity and refers to the study of organisms and the ecosystem in which they occur. The primary lesson to be learned from the study of this subject is that the extinction of many species threatens whole ecosystems. It can be interpreted in many ways and in a wide range of park areas.

Like their natural area counterparts, historic sites are part of the biodiversity story. Independence perpetuates strains of 18th century roses in the rose garden it maintains. George Washington Birthplace is likewise raising very old English breeds of cattle and sheep and protecting a rare breed of pigs to give visitors a more accurate picture of the animals used on the Washington farm.

Biodiversity, with its global message, is something of a departure from earlier "core mission" oriented directives that focused almost exclusively on the resources

within park boundaries. It is an expensive mission that has relevance to worldwide conditions but can easily, perhaps most effectively, be accomplished in the unique environments found in parks. Director Ridenour has said that he shares Bill Mott's interest in keeping this educational effort alive. We should be hearing more about this topic as more programs are implemented and its relevance is further recognized. Rangers who haven't already looked at the handbook and curriculum should do so and see what techniques and topics can be adapted to their parks.

Other recent activities in interpretation include the following:

- Castillo de San Marcos has developed a computerized school reservation program which they'll share free of charge. The program is written in DBase III and should run on any PC. If you'd like a copy, send a floppy to Mike Tennant, the program's designer, at Castillo de San Marcos, 1 Castillo Drive, St. Augustine, FL 32084.
- Roy Graybill, the VIP program manager in WASO, reports that the Servicewide training of VIP supervisors is nearing completion. Last December, 130 people from a West and Southwest Regions completed training. Another session will be held at the end of this year for VIP supervisors in the Southeast and Mid-Atlantic Regions.
- Mike Watson, Chief of the Division of Interpretation in WASO, reports that approximately 120 NPS rangers attended the 1989 National Association of Interpretation conference. Of those, 25 presented papers. More have prepared papers for the 1990 conference, which is planned for Charleston, South Carolina, and will be held between November 26th and 30th. This year's conference will focus on "lessons learned from the past".

If you'd like to contribute ideas to this section or supply interpretive news of interest, you can contact me at Independence (215) 597-7128 or at home (215) 732-6312, or write me at 250 South 13th Street, Apt. 8B, Philadelphia, PA 19107.

Bob Fudge
Independence

Committee Reports

Twenty-Year Retirement

Chair: Mark Harvey, Lincoln Boyhood. Address: P.O. Box 51, Lincoln City, IN 47552.

At an employee relations workshop last fall, employee relations specialists agreed that the 20-year retirement issue was more than a personnel management issue and that it should have been addressed by top level management in the NPS. Their recommendation was for WASO to establish a 20-year retirement task force to develop better guidelines to help regions be more consistent in their recommendations regarding employee requests for coverage.

The task force was convened last November. Although not officially representing ANPR, the task force included ANPR members who are knowledgeable regarding the Association's views on the issue. The task force agreed to:

- develop a response to notices of intent to file 20-year retirement claims which would outline evidence requirements, clarify filing and processing procedures, and provide answers to common questions about 20-year retirement; and
- establish regional panels to review claims which would include subject matter experts and a lead panelist who would be trained in processing claims; these panels would be provided with guidelines spelling out appropriate claim content standards and procedures for reviewing and interpreting claims for purposes of making recommendations for coverage.

Meanwhile, ANPR continues with its lawsuit against OPM. There still are a lot of misunderstandings about the lawsuit, however, and these need to be clarified:

- The lawsuit is against OPM, not the NPS. The lawsuit alleges that OPM established 20-year retirement regulations in an arbitrary and capricious manner which excluded ANPR members from receiving 20-year retirement coverage and benefits when it was the intent of Congress that they should receive them for performing law enforcement and fire suppression duties.
- Craig James, the attorney representing ANPR in the suit, gives us a good chance of winning the case, but there are *no* guarantees.
- ANPR as an organization is *not* financing the lawsuit. It is being financed through the purchase of retirement packages by those persons who stand to gain from 20-year retirement coverage benefits. As of January, the Association had spent $31,000 on the lawsuit, and had collected $33,000. We still need about $15,000 to $20,000 to see the suit through.

Rendezvous Site Selection

Chair: Dennis Burnett, Cape Cod. Address: Cape Cod National Seashore, South Wellfleet, MA 02663. Phone: (508) 349-1754 (home) and (508) 349-3785 (work).

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

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

Co-chair: Phyllis Richter Harvey, Lincoln Boyhood. Address: P.O. Box 51, Lincoln City, IN 47552.

Seasonal Interests

Chair: Bill Dwyer, Memphis State University/Acadia. Address: 2717 Flowering Tree, Bartlett, TN 38134.

Sales

Chair: Tessy Shirakawa, Alaska Regional Office. Address: 2565 Gambell Street, Anchorage, AK 99503.

Notices

In conjunction with the Trust Company Bank of Atlanta, Georgia, the Employee and Alumni Association (E&AA) is offering all NPS employees and alumni a personal-use E&AA Visa card at 17.5% interest rate. Each time the card is used, E&AA, ANPR and the Horace Albright Fund will receive a percentage of the purchase. E&AA's portion will be donated to the Education Trust Fund to provide more funds for college loans for dependent children of employees and alumni; ANPR's portion will be donated to the Ranger Museum in Yellowstone; the Albright Fund will be the beneficiary of its own share.

If you're interested, you can obtain an application from E&AA, P.O. Box 1490, Falls Church, VA 22041.

* * * *

ANPR is compiling a bibliography of those books which deal with some aspect of SAR *(other than the how-to books)* and relate to the NPS. Information on any book, old or new, which mentions a particular mission, SAR management in the early days, or related subject, will be greatly appreciated. Butch Farabee needs the name of the book, author, publisher, date and city of publication, and a one or two sentence synopsis of the relevant portion. Send to 1183 Autumn Haze Ct., Herndon, VA 22070 or call 202-343-4188 (work) or 703-435-6371 (home).

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, Channel Islands. Address: 681 Chinook Drive, Ventura, CA 93001. Phone: (805) 644-8157 (work).

The dust has settled from the Rendezvous and our recent move, and I should be back to work on Association matters directly.

The election was a good one, and we've got a board with enthusiastic new members who'll help answer Rick Gale's question about "who will do the work of ANPR." But we still need *your* help. Only with your help will we be able to get the story of our many accomplishments out and continue the Association's successful efforts on behalf of the ranger profession.

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).

Since the Rendezvous, I've been working on several projects:

- Rewriting a section of the by-laws for a board reorganization to be voted upon at the next Rendezvous.
- Organizing a finance committee to work with the business manager to prepare ANPR's annual budget.
- Working on the Rendezvous in Williamsburg in March.
- Participating on the NPS task force put together to develop the criteria for evaluating prior qualifying experience for 20-year retirement.

I plan to continue working with the finance committee, promoting more local and area ANPR activities, and maintaining communications with the regional reps.

Secretary/Treasurer

Secretary/Treasurer Pat Tolle, Everglades. Address: P.O. Box 279, Everglades NP, Homestead, FL 33030. Phone: (305) 248-7830 (home) and (305) 247-6211 (work).

Business Manager

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

While trying to think of topics for this issue, it occurred to me that I've devoted quite a bit of space trying to bring attention and emphasis to some aspect of ANPR business administration, and that you've probably heard enough of that for now. So I'd like to instead take the time to tell you all what an enjoyable experience providing service to the members of ANPR has been. The size and nature of ANPR allows me to become acquainted with you all in a paperwork sort of way, and I have a grand time at the Rendezvous finally putting faces to names. I think the intimate character of the organization is the thing I enjoy the most about it.

Once in a while, I get a personal note scribbled on a returned renewal notice or elsewhere, making positive comment on some aspect of my performance. I don't always have the time to say thanks for the encouragement and compliments, but the recognition means a great deal to me. I receive great pleasure in this reward.

While I receive the largest source of support from my family, who put up with late hours and allow me to ignore them once in a while, I am fortunate enough to also be surrounded by a group of individuals eager to assist. I'm appreciative of the work they've done. To all who form this group, I say thank you. In the spirit of all who promote the work of ANPR, I'm pleased to continue in the tradition of loyalty and devotion so many demonstrate.

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).

In January, I met with newly-appointed North Atlantic Regional Director Gerald Patten at Saratoga and offered him the assistance of ANPR on issues or activities affecting rangers or the NPS. We discussed the economic hardship survey. I presented him with the issue of *Ranger* in which the report appeared and with an application for membership in ANPR.

I still need to hear from possible candidates for NAR regional rep in next year's election. Please be thinking about this, as we need a pool of good candidates. We also need to enlist new members. If you can help, please give me a call.

Mid-Atlantic Regional Rep

Representative Brion Fitzgerald, Assateague. Address: 1287 Ocean Pines, Berlin, MD 21811. Phone: (301) 641-7568 (home) and (301) 641-1446 (work).

I'm both pleased and proud to have been elected as MAR rep for ANPR. I feel like I've been in hibernation for a while due to a move and family matters, and am looking forward to once again becoming actively involved in ANPR business.

I feel very fortunate to be coming on as regional rep just in time to attend the Rendezvous in Williamsburg at the end of March. I hope to meet with many members there. And I'd like to hear from many others of you over the next two years.

I'll be actively recruiting new volunteers to "do the work of the Association." I plan on concentrating on new faces with new ideas to keep from burning out those folks who have already given so much of their time to the Association.

National Capital Regional Rep

Representative Mike Barnhart, Antietam. Address: Route 2, Box 377, Smithburg, MD 21783. Phone: (301) 824-3931 (home) and (301) 432-5124 (work).

Southeast Regional Rep

Representative Ken Garvin, Everglades. Address: 120 Everglades NP, Homestead, FL 33034. Phone: (305) 248-7470 (home) and (305) 247-6211 ext. 242 (work).

I eagerly look forward to the upcoming year and hope to hear from you on concerns, ideas and comments. I'll need them if I'm to represent your interests.

Over coming weeks, I hope to develop contacts with park reps and other members interested in continuing the work of ANPR. Recruitment and member involvement at the park level continue to be a primary concern. Involvement at the "grass roots" level will provide ANPR the momentum it needs to assure continued success.

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).

Rocky Mountain Regional Rep

Representative Dan Moses, Dinosaur. Address: P.O. Box 96, Jensen, UT 84035. Phone: (801) 781-0826 (home) and (801) 789-2115 (work).

During the coming year, I hope to maintain communications with regional members, primarily through park reps in the larger parks in the region, and increase our recruitment and retention efforts. There were 56 expired ANPR memberships at the end of 1989 out of a total regional membership of 215. Another 25 will have expired by the time you read this.

If you haven't renewed, now is the time to do so. You now have only 30 days past your expiration to renew before you're removed from the membership and stop receiving *Ranger.*

Continued on page 26

Rendezvous XIV In Las Vegas

ANPR will return to the glamour and lights of Las Vegas for Rendezvous XIV, which will be held between Sunday, October 7th, and Friday, October 12th, at the Showboat Hotel and Casino. The Rendezvous site coordinator is Dale Thompson of Death Valley, and Ginny Rousseau of Albright Training Center is the program coordinator.

The Showboat Hotel, Casino, and Bowling Center, which is near the heart of the city, was the host of Rendezvous VII in 1983. The 500-room hotel offers casino activities, swimming, golf and tennis at their nearby (15 minutes by hotel shuttle) country club, and even 106 lanes for bowling. The Showboat is currently under remodeling and should be complete by the time of our arrival. The room rate will be $43 per night plus tax, single or double occupancy ($5 each for third and fourth persons). Advanced registration, which requires one night's deposit, can be made by calling the Showboat at 1-800-826-2800. There will also be a pre-registration form in the summer issue of *Ranger*.

Las Vegas likes to call itself the "Entertainment Capitol of the World" and offers year 'round activities. It's convenient to get to and inexpensive to stay in. If you're driving, US 93/95 and Interstate 15 are the major roads into the city. McCarren International Airport is about a mile from the strip. The airport serves 13 major airlines and has all major car rentals. For those who hate to fly, all major bus companies serve Las Vegas. Once there, you'll find a convenient public transit system, taxis, and limousine services. The Showboat provides an airport shuttle service for their guests from 6 a.m. to 9 p.m. daily.

Irene Smith of Uniglobe Executive Travel tells us that United Airlines has been selected as the "airline of choice" for the Rendezvous. Tickets can therefore be obtained at 5% off the lowest applicable fares or 40% off full coach, which is to be used when an advanced purchase or minimum stay of a Saturday night is not met. The car rental of choice is Alamo. Their rates range from $36 daily/$199 weekly for "luxury" vehicles to $26 daily/$99 weekly for subcompacts. Contact Executive Travel for your travel arrangements (1-800-237-6735). Remember, ANPR receives funding from any travel arrangements made through Executive any time, not just for the Rendezvous or for ANPR members. Tell your friends to mention ANPR as their club membership when they make reservations and the Association will benefit.

There's lots to see and do in Las Vegas. There are, of course, casinos (legal age limit is 21), shows, shopping malls, and restaurants famous for their buffets. But there's also the Allied Arts Gallery, Las Vegas Symphony, Las Vegas Little Theatre, Nevada Dance Theatre, and Rainbow Company (children's theatre). There are a host of museums and there are 15 championship golf courses, 200 tennis facilities, 22 health clubs, bowling and skating centers, helicopter and air tours, and the "Wet and Wild" water theme park.

The Showboat Hotel, in Las Vegas, site of this year's Rendezvous.

Outside of Las Vegas, you can begin with our closest park units — Grand Canyon (300 miles east), Lake Mead (25 miles southeast), and Death Valley (135 miles northwest). Some special activities may be planned at each area. You can find air tours of the Grand Canyon and tours of Hoover Dam. There's BLM's Red Rock Canyon (15 miles west) and Nevada's Valley of Fire State Park (55 miles northeast). Ghost towns in the area include Potosi (25 miles southwest), Goodsprings (35 miles southwest), Sandy Valley (48 miles southwest), and Eldorado Canyon (40 miles southwest). Other attractions include the Ethel M. Chocolate Factory (8 miles southeast), Mt. Charleston (36 miles northwest), and the town of Old Nevada (25 miles west).

Ginny is working with the Association of National Park Maintenance Employees in planning the major keynote speakers for Monday, October 8th. Monday will be both our opening day and the last day of the maintenance organization meeting. The maintenance employees will have been at the Showboat for four days. Now you'll really need to get those leave slips in. You don't want to be the only one left in your park that day!

Ginny is still looking for workshop topics, keynote speakers, and organized activities that you would like to see at this year's Rendezvous. You can write to her at Albright Training Center, P.O. Box 477, Grand Canyon, AZ 86023 or give her a call (602-638-2691). Dale is looking for anyone with an idea for the official Rendezvous T-shirt and name badge design, and for those interested in continuing the Fellowship Pistol Match or golf tourney. Dale can be reached at 619-786-2342 or in care of Stovepipe Wells, Death Valley National Monument, CA 92328. Please get your ideas to them before the busy summer season begins.

If you haven't already done so, you should also start looking at craft projects or items to donate to this year's raffle.

Eileen Salenik is hard at work coordinating exhibitors. About 50 exhibitors are being solicited to attend the first few days of the Rendezvous. We owe a lot of our raffle prizes and support for our Rendezvous to our exhibitors. Remember, they pay to attend the Rendezvous. The exhibitors at Hot Springs were R&R Uniforms, GS Images, Life Assist, RSVP Sensors, Hawill's, KK Products and Halprin Supply. If you deal with them this year, thank them for their support and encourage them to attend the Rendezvous in Las Vegas. If you have any suggestions for exhibitors you would like to see there, contact Eileen ASAP at 208-343-2412 (evenings) or 4074 South Iriondo, Boise, ID 83706. An exhibitor's social is planned for Sunday evening.

Program, pre-registration, and reservation information will appear in the next issue.

Jeff Ohlfs
Hot Springs

Park reps can provide valuable assistance both in recruitment and retaining current members. *Ranger* is an excellent recruitment tool, and I have copies of back issues which I'd be happy to provide park reps or any other member for use in recruitment. An ANPR brochure is also being developed, and I'll pass it on to park reps when it's completed.

The following individuals are currently lined up as park reps: Bill Pierce (DETO), Chuck Passek (BRCA), Tom Haraden (CANY), Jon Paynter (COLM), Dan Jacobs (FOLA), Amy Vanderbilt (GLAC), J.D. Swed (GLCA), Steve Robinson (MEVE), and Mike Tranel (TICA). If you want to assist in this area, let me hear from you.

I've received a few responses to the questionnaire on training which I passed on to members. ANPR will attempt to provide pre-Rendezvous training or special workshops in the future, and the responses indicated that low cost is essential and that the most popular topics would be position management, communications skills, community relations, fund-raising, NPS image management, and tax deductions for government employees.

If you've submitted a claim for 20-year retirement benefits and have been either granted or denied coverage, I'd like to hear from you.

Southwest Regional Rep

Representative Cindy Ott-Jones, El Malpais. Address: 604 Gunnison Avenue, Grants, NM 87020. Phone: (505) 287-5011 and (505) 285-4641.

Rick Gale brought up an extremely important question in his message at Hot Springs last October: Who is going to do the work of the Association? The year 1993 is right around the corner, and the "Toward 1993" objectives need bodies and souls to implement them. If you've forgotten what the goals and objectives are, either reread the winter 1988/89 issue of *Ranger* or call or write me for a copy. If a topic catches your interest, then help out! Rick has assigned coordinators to each of the five objectives, and he'll be glad to guide you to the right person. I'm the coordinator for Objective Five, and I can use all the help I can get.

I'll be attempting to establish park reps in the region. Those of you who approached me at Hot Springs will be contacted; I fully intend to use your services.

West Regional Rep

Representative Dan Mason, Sequoia. Address: Ash Mountain, Box 63, Three Rivers, CA 93271.

Pacific Northwest Regional Rep

Representative Barbara Maynes, Olympic. Address: 1620 W. 5th Street, Port Angeles, WA 98362.

Once I return from Ranger Skills in early March, I'll be working with Jan Dick to pick up the duties of regional rep and will be putting together an issue of *Rainshadow* for distribution to each member by mid-April. If you have any info, ideas, comments or questions you'd like to have circulated in this or future issues, please get them to me.

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).

In December, an ANPR meeting was held at Jean Swearingen's house in Anchorage, as many members were in town for the annual interpretive and ANHA meeting and workshop. There were 22 members and friends in attendance, some for the first time. There were very positive comments about George Hartzog's Rendezvous talk, which had been sent out to park reps and passed out at the recent chief rangers' workshop. There was a discussion of some of the realities facing ANPR and its members. The need for more active participation on committees was explained, and topics of concern were solicited. The choice of Las Vegas for the next Rendezvous was explained, and members were asked to plan to attend and search out some unique items for the raffles.

USFWS and Alaska state park rangers who attended the workshop also got to hear about ANPR; information on the Association and copies of *Ranger* will be sent to interested parties.

We have to say goodbye to old friends Tom Griffith and Dave Spirtes, who've moved on, but we've gained Tessy Shirakawa, Frank Fiala and Steve Holder during this past year.

ANPR Promotional Items

Since the last Rendezvous, our stock of items has dwindled considerably. We are now out of T-shirts, coffee mugs and ANPR pins. I am currently working on ordering the "basic" ANPR sales items for the upcoming Las Vegas Rendezvous. I do have some things available for you through mail order, however. Fill out the order form and mail it along with your check. I'll get them into the mail to you as soon as possible.

Make your check out to ANPR and mail it and the order form to:

Tessy Shirakawa
4210 Resurrection Drive
Anchorage, AK 99504

Quantity	Item	Cost	S & H	Extension
	Steins	$ 8.00	$1.50	
	ANPR patches	$ 2.00	$ .50	
	ANPR decals	$ 1.25	$ .50	
	Plastic stadium cups	4 for $1.00	$ .75	
	EMS decals	$ 1.25	$ .50	
	Belt buckles, pewter	$15.00	$2.00	
	Belt buckles, brass	$15.00	$2.00	
	Pen sets	$18.00	$2.50	
	Folders, small	$20.00	$2.00	
			Total	

Name: _____

Address: _____

_____ Phone: _____

Expiring?

A not uncommon problem experienced by members of ANPR is that of inadvertently (at least we hope its inadvertent) allowing memberships to lapse. Considering the amount of mail most of us receive and the number of distractions we have in our lives, that's not surprising. But the remedy is easy. All you have to do is look at the MAILING LABEL on the back cover of this magazine.

See the four-digit number with the slash in the middle just above your name? That tells you the year and month when you're membership is due to run out. The number and letters beside that (i.e. 1-MEM) tell you what membership category you're in. So all you have to do is turn the issue over NOW and look and see if you're number is about to come up...

Getting close? How about renewing now, while you're thinking about it?

All in the Family *continued*

Departures

Hank Blatt — from law enforcement specialist, Everglades, to instructor, Marine Law Enforcement Training Program, FLETC, Bldg. 210, DMD, Brunswick, GA 31520.

Eric Burr — from GS-5 career seasonal, to seasonal university instructor for field natural history, Northeast Cascades, P.O. Box 221, Mazama, WA 98833.

Mike Sutton — from GS-13 senior special agent, USFWS, Washington, to senior program officer, World Wildlife Fund, Washington, D.C. Mike's address: 2852-A South Wakefield St., Arlington, VA 22206 (703-379-9335).

Missing

The following folks are MIA, at least as far as the post office is concerned. If you know where they are, let us know:

Dee Renee Erricks	Port Angeles, WA
Raymond Wiger	Missoula, MT
Franklin Smith	El Paso, TX
Renee Morrey	Los Alamos, NM
Paul Motts	Philadelphia, PA
Carol Nimick	Nevada City, CA
Roger Carter	Hendersonville, NC

Reunions

This year marks the 25th anniversary of the establishment of Delaware Water Gap. Reunion events are being planned for the weekend of August 31-September 1. If you'd like more information, send your name and address to Patti Sillivan, Delaware Water Gap NRA, River Road, Bushkill, PA 18324. Please pass the word on to other DEWA alumni.

Association of National Park Rangers

Important: Please specify ☐ New Membership ☐ Renewal Date: _____

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

Box or Street: _____ Division: _____

City: _____ State: _____ Zip: _____

NPS Employees: Park four-letter code (i.e., YELL) ___ ___ ___ ___

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

Category		Type of Membership (Check one) Individual	Joint
Active (all NPS employees)	Permanent	☐ $ 30.00	☐ $ 40.00
	Seasonal	☐ $ 20.00	☐ $ 27.00
	Retired	☐ $ 20.00	☐ $ 27.00
Life (open to all individuals)*			
	Active (NPS employees)	☐ $375.00	☐ $500.00
	Associate	☐ $375.00	☐ $500.00
Associate (individuals other than NPS employees)			
	Regular	☐ $ 30.00	
	Student	☐ $ 20.00	
Supporting (individuals and organizations)		☐ $100.00	
Contributing (individuals and organizations)		☐ $500.00	
Subscriptions: 2 copies of each issue available only to organizations		☐ $ 30.00	

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.

Administrative Use

Date: _____

Rec'd $_____ Check #_____

By: _____

To help even more, I am enclosing an extra contribution: ___ $10 ___ $25 ___ $50 ___ $100 ___ Other

Voluntary contribution to the Ranger Museum: _____

**Life payments may be made in five installments of $75.00 individual, or $100.00 joint, each within a 12 month period.*

Return to: **Association of National Park Rangers, P.O. Box 307, Gansevoort, NY 12831**

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