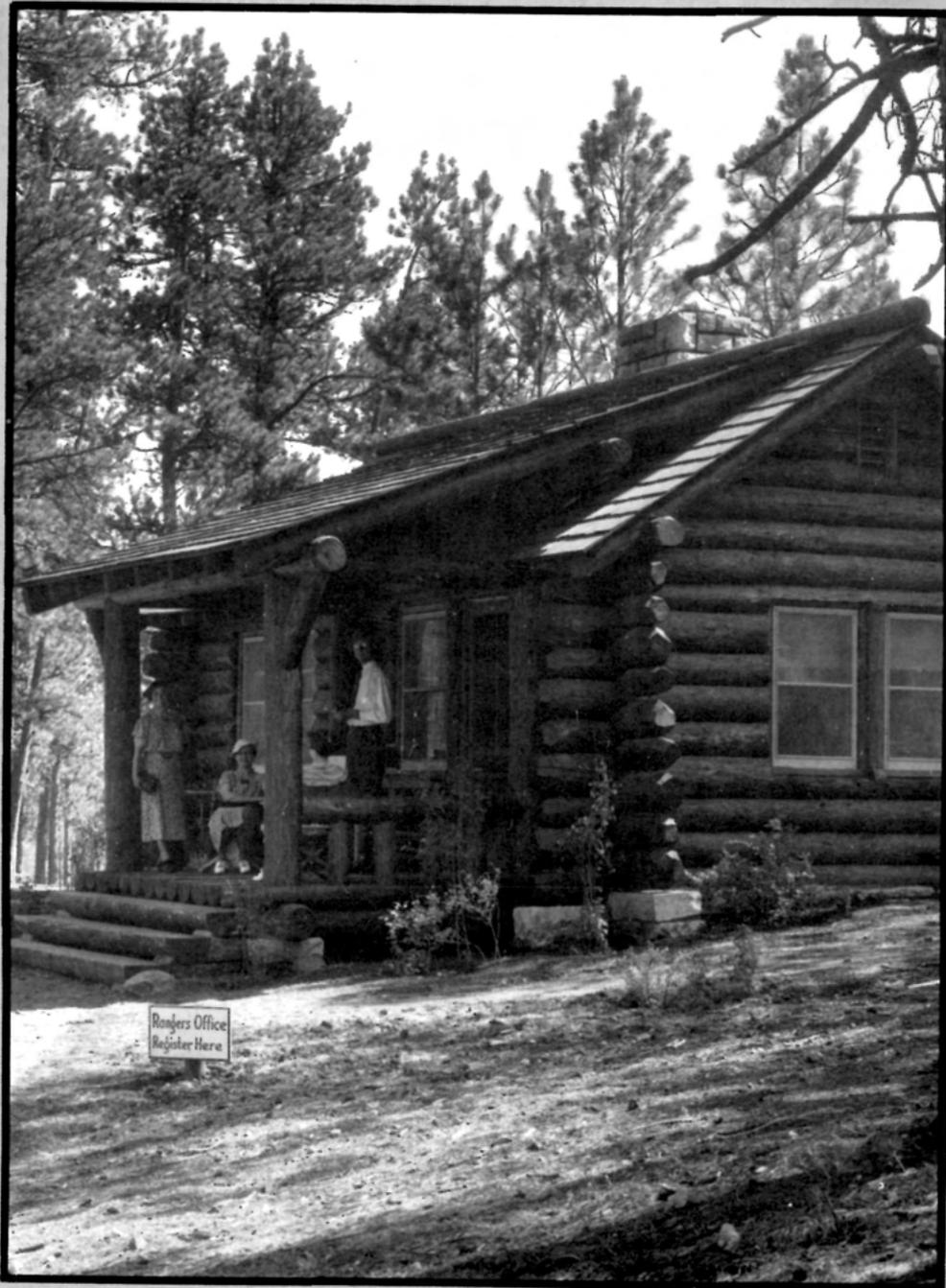


RANGER

The Journal of the Association of National Park Rangers

Vol. VII, No. 4

Fall, 1991



Housing Legislation



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Cover photo: Custodian's residence at Jewel Cave in 1936. See "Association Actions" for a report on the housing legislation introduced in the Senate in September. NPS photo.

RANGER

The Journal of the Association of National Park Rangers

Vol. VII, No. 4 Fall, 1991

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

Prospective authors should contact the editor *before* submitting articles. Write to Bill Halainen, Editor, *Ranger*, 640 North Harrison Street, Arlington, VA 22205 (703-522-4756).

Change of Address

If you're moving, *please* send a change of address card either to Editor, *Ranger*, 640 N. Harrison St., Arlington, VA 22205 or to Debbie Gorman, Business Manager, P.O. Box 307, Gansevoort, NY 12831.

Advertising

Rates and specifications are available for advertising in *Ranger*. Interested parties should contact Jon Anglin, 956A Fort Berry Sausalito, CA 94965 (415-332-1830).

Table of Contents

President's Message.....	3
Legislative Actions.....	4
All in the Family.....	4
Association Actions.....	6
In Print.....	11
Features:	
Critical Issues	
Interpretation.....	12
Professionalism in	
Resource Management.....	14
Budget Blues.....	16
Seasonal Hiring Survey.....	18
Rumor Management.....	22
Professional Ranger.....	23
Board Member Reports.....	25
Committee Reports.....	28

President's Message

As I am sure you are well aware, the 75th anniversary of the National Park Service has brought considerable (and well deserved) media attention to the Service. What you may not know is that the Association of National Park Rangers has also been the beneficiary of some of that media attention.

For the past several months, scarcely one week has gone by without at least one media contact regarding ANPR. To be sure, many of these contacts focused on the 1989 economic hardship survey results, but several of those who've called have also wanted to discuss ANPR positions on both System and Service issues. While in some cases I felt like the talking Judy doll repeating the same message over and over again, the requests from and the interest of the media and the opportunities to help educate them as to our organization and its purposes have been very gratifying.

ANPR has been mentioned by at least four of the major news services — United Press International, the Associated Press, Knight Ridder and Gannett. The Association has been mentioned on both NBC and CBS programs and was featured on a National Public Radio "All Things Considered" segment. Articles mentioning the Association of National Park Rangers have appeared in *USA Today*, the *Washington Post* and *New York Times*, the *Christian Science Monitor* and *US News and World Report*, as well as in a plethora of local and regional newspapers.

All of this attention has been very positive. Whether or not any of it results in any gains to Association programs and positions remains to be seen, but it certainly cannot hurt our causes. And it certainly has been fun talking with the various reporters!

Another measure of the current stature of the Association of National Park Rangers is the recent announcement by the National Parks and Conservation Association that their Conservationist of the Year Award for 1991 will be presented to the Association. This award will be presented in Washington, D.C. at the annual NPCA banquet on November 21, 1991. If you plan to be in the Washington area during this time, I hope you will attend and share this honor to the Association.

The press release announcing the award states that "this long-deserved honor will applaud their tireless efforts protecting and showcasing our nation's richest treasures — the National Parks."

On August 25th, I attended the dedication of the Ranger Museum at the Norris Soldier Station in Yellowstone. Harpers Ferry Center deserves kudos for quickly putting together a fine exhibit which highlights both historical rangers and the current breed. The Association can take justifiable pride in originating the idea for a Ranger

Museum, for beginning and continuing the fundraising necessary to bring the idea to reality, for all its individual members who contributed funds toward the completion of the museum, and for keeping the flame of the idea alive for almost ten years until completion and dedication of the museum. Kudos also go to the Conoco Corporation for generously contributing funds sufficient to make the museum a reality. If, in any of your travels, you are in the Yellowstone area, be sure to stop by the museum. I think you will be pleased with what you see.

Speaking of the NPS 75th Anniversary, I am pleased to tell you that the Association's poster commemorating this event is off the presses. It is, in my opinion, a very nice depiction. Elsewhere in this issue is a photograph of the poster and details about how you (and others) can purchase a copy. Again, I think you will be pleased with this ANPR effort. A major thank you goes to Roberta D'Amico, who almost single-handedly took this idea to completion.

By the time you read this, a framed copy of the poster will have been presented to the Director and to former Principal Deputy Assistant Secretary for Fish and Wildlife and Parks Scott Sewell.

So, as I see it, the Association continues to make its mark, as a professional ranger organization, as a focal point for employee and Service needs, and increasingly as a well-respected voice for issues affecting the National Park System. This renewed knowledge of the effectiveness of ANPR should motivate each and every one of you to get out and recruit at least one new member each. Have at it!



Legislative Actions

Dave Simon,
NPCA

National park legislative issues usually ripen with the coming of fall. At press time, however, Congress had yet to complete the action on the NPS budget for FY 92. The Senate-approved spending bill of \$1.28 billion (total includes ONPS, land acquisition, and various recreation and historic preservation programs) was \$21.7 million more than the Administration request, but \$93.8 million below the House. Numerous differences, especially in construction and land acquisition, must be reconciled in conference. A close Senate vote (46-47) defeated an amendment calling for a one-year moratorium on patenting of mining claims on federal lands.

A bill to establish Manzanar National Historic Site, a former Japanese internment camp during World War II, has passed the House and awaits Senate action pending resolution of concerns by the Los Angeles Department of Water and Power, which owns the land near Independence, CA. The House Subcommittee on National Parks and Public Lands has also taken action on a number of bills that will soon be ready for consideration by the full House. Rep. Dan Glickman's (D-KN) H.R. 2369 would establish an 11,000-acre national monument in the Flint Hills near Strong City containing tallgrass prairie and historic structures. There is no companion bill yet in the Senate. Companion bills, sponsored by Del. Ron DeLugo (D-VI; H.R. 2927) and Sen. Bennett Johnston (D-LA; S. 1495) to establish a new ecological and historical park at Salt River Bay in the U.S. Virgin Islands are on a fast track for passage in time for the Columbus quinquennial next year. Legislation to establish a creative "partnership park" dedicated to landscape painter Thomas Cole in upstate New York has also been introduced with unanimous support from the New York delegation.

The budget crunch and concerns about "thinning" of the NPS blood have brought some new park bills under increased scrutiny this year. The issue has risen most pointedly in debate over a new area study bill for Revere Beach near Boston, Massachusetts (H.R. 2109), and a bill (H.R. 2548) to establish a \$30-\$60 million Abraham Lincoln Research and Interpretive Center in Springfield, Illinois. The system already has numerous Lincoln sites (and a long list of priority visitor centers), and questions were raised about the historical significance and integrity of the Revere Beach area.

In late September, Sen. Dale Bumpers (D-AR) introduced the "National Park System Concessions Reform Act of 1991,"

Continued on page 30

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. 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.

You'll notice that the format for "All in the Family" has been changed. As always, transfers, upgrades and departures are welcome, but now we will also be including general entries from *members* who'd just like to bring their friends up-to-date on their recent activities. In order to add a little interest for other readers, we also ask you to include the names of your last three parks, ending with the one you're in now, and the dates you were there. Entries should be no longer than 50 words or so.

As always, we're 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.

One further note: *Ranger* is in production for a number of weeks before it is finally mailed. If you sent in an entry for this section and it didn't appear, that's probably because it came in after the issue deadline but before it was mailed. It'll come around in the next edition.

Family Notes

Roger Andrascik is the new GS-11 resource management specialist at Theodore Roosevelt. He came to the park from Yellowstone. His address: P.O. Box 127, Medora, ND 58645.

Robert Anderson and his wife, **Diana Brooks**, are moving to Kodiak Island, Alaska. Robert (DETO, INDE, MANA), who was a GS-5/7 ranger in Wichita Mountains National Wildlife Refuge, will be resigning his position there and will assume the position of temporary "househusband" in order to accompany Diana (INDE, MORU, Smithsonian), who is transferring from the position of temporary "housewife" to become a GS-7/9 park ranger at Kodiak National Wildlife Refuge. You can reach Bob and Diana at 1390 Buskin River Road, Kodiak, AK 99615.

Kathy August (PEFO, WUPA, GLCA) and **Randy August** (YOSE, GLCA) now work for BLM. Kathy, who was a GS-4 ranger at Petrified Forest, is now a part-time GS-5 ranger in Red Rock Canyon and a full-time mother. Randy, who was the GS-9 law enforcement specialist at Glen Canyon, is the GS-11

chief ranger for BLM's Las Vegas District. Their address is 3740 Capsule Drive, Las Vegas, NV 89115; their telephone number is 702/644-7010.

Karen Ball has transferred from Petrified Forest, where she was a supervisory park ranger, to Great Smoky Mountains, where she is a supervisory park ranger in Cades Cove Subdistrict.

Jerry Ballard has left the National Park Service to take a position as a GS-11 outdoor recreation planner for BLM in Roswell, New Mexico. He was a GS-9 district ranger at Dinosaur. His new address: P.O. Box 57B, Roswell, NM 88201.

Gary Bremen (MACA, BISC, INDU) has left his seasonal interpretive position at Indiana Dunes to take a permanent position in interpretation at Roger Williams in Providence, RI. Gary can be reached at 420 Woodward Road, Apartment 14, North Providence, RI 02904. His phone number is 401/354-8368.

Cary and Debbie Brown have left Buffalo River and headed north to Alaska. Cary, who was a district ranger at Buffalo River, is now the resource management specialist at Yukon-Charley Rivers. Debbie left her job as a computer operator in the park and is now a "fisherman, woodchopper, water-hauler, etc." They can be reached at P.O. Box 93, Eagle, AK 99738.

Jerry Case (NOCA '81-'82, GLBA '82-'87, ISRO '87-'91) recently transferred from Isle Royale, where he was the district ranger in the East District, to Kaloko-Honokohau, where he's the chief ranger. Since he doesn't have a home yet, you can reach Jerry (and Shawn Wistrom) at his work address: Kaloko-Honokohau NHP, 73-4786 Kanalani Street #14, Kailua-Kona, HI 96740, or call him at 808/329-6881.

Christopher H. Cessna has lateraled from Manassas, where he was a GS-5 law enforcement ranger, to Jefferson National Expansion, where he holds the same title and grade.

Tom Chisdock has transferred from Assateague Island, where he was a GS-7 supervisory park ranger in the Toms Cove District, to Denali, where he is now the GS-7/9 subdistrict ranger in Wonderland Subdistrict. His address: P.O. Box 9, Denali Park, AK 99755.

Phyllis Cremonini is a supervisory park ranger in the Mather District in Yosemite. She came to the park from a similar position in Petrified Forest's Painted Desert District.

Donovan Dollar (MORU '76-'77, GRSA '77-'81, GRSM '81-'88) has transferred from California City, California, where he was the resident GS-9 ranger for

BLM, to Burns, Oregon, where he's now a GS-11 district ranger for BLM.

Mark Flippo is now a GS-7 park ranger in interpretation at Guadalupe Mountains. He came there from Petrified Forest, where he was a GS-7 interpreter and fee collection supervisor.

Mitchell Fong has transferred from his position as a GS-7 ranger at Canyonlands to a GS-7 ranger slot in the Thompson River Subdistrict in Rocky Mountain. His new address is 32091 Moraine Route, Estes Park, CO 80517; his phone number is 303/586-4707.

Greg Gammon, formerly a GS-3 seasonal ranger at Mesa Verde, has taken a position as GS-4 park ranger (fire control) for the Marin Headlands District of Golden Gate.

Scott Gediman has attained permanent status at Glen Canyon, where he moved from a position as a GS-4 seasonal ranger in interpretation to become a GS-5 permanent ranger, again in interpretation. Scott's address is P.O. Box 523, Page, AZ 86040.

Pat Grediagin (GRCA '86-'88, BLM '88-'89, travel '89-90, DEVA '90-'91) was a GS-5 seasonal law enforcement ranger at Denali until recently, when she was selected as the GS-9 district ranger for the River District in Big Bend. She can be reached at P.O. Box 63, Big Bend, TX 79834.

Hal Grovert (YOSE, KATM, FOMC) has concluded a brief tenure as chief ranger at Delaware Water Gap and is now the park's assistant superintendent. He was selected for the position in July.

Karl Hakala has taken a position as GS-9 assistant chief ranger at Fort Sumter. He moved there from Saugus Iron Works, where he was a GS-7 supervisory park ranger.

Paul Henderson has transferred from Great Basin, where he was the chief of interpretation, to Petroglyph, the new park outside Albuquerque, where he is chief of interpretation and cultural resources management.

Larry Johnson has moved from Apostle Islands, where he was the GS-9 district ranger in the park's East District, to Yellowstone, where he is now the GS-9 subdistrict ranger at Grant Village. His new address: Snake River Ranger Station, Box 280, Moran, WY 83013; his phone number is 307/242-7220.

Bill Justice (CHOH '73-'78, FOMC '78-'90, CACA '90-present) and **Barbara Wehrman** (FOMC '89-'91, CACA '91-present) were married in Baldwin, Maryland, on June 8, 1991. They are working at Carlsbad Caverns, where Bill is a GS-7 interpretive supervisor and Barbara is a GS-4 seasonal interpreter.

Susan Kraft has been accepted for the Service's employee intake training program as a GS-5/7/9 curator and has been

assigned to North Atlantic Regional Office. She therefore did not return to Salem Maritime, as was reported in the last "All in the Family", but instead transferred directly from Saint Gaudens to her new position.

Bob Krumenaker (WASO '83, BITH '83-'85, ISRO '85-'91) has left his position as GS-11 resource management specialist at Isle Royale to take a position as GS-12 physical scientist in Southwest Regional Office. After writing in the spring *Ranger* about the "uneasy relationship" between resource management and research, Bob says he finds it ironic that he is now moving to a "scientist" position. He's still a resource manager, he says, despite the title. His new work phone (as of October 20th) is 505/988-6870.

Dave Parker (EVER '84-'86, BUFF '86-'89, Peace Corps in Paraguay '89-'91) has returned to the Service as a park ranger (resource management) at Petersburg. He can be reached at 1835 Hickory Hill Road, Petersburg, VA 23803.

Laurie Parker (EVER '85, Peace Corps in Paraguay '89-'91) has also returned to the Service. She's now a GS-7 administrative tech at Blackstone River Valley in Massachusetts. Her address is P.O. Box 513, North Uxbridge, MA 01538.

Fred Patton has transferred from Guadalupe Mountains, where he was a GS-9 district ranger in Frijoles District, to Canyonlands, where he is the GS-9 district ranger in the Needles District.

Gerry Reynolds (GRCA '83-'84, GLCA '85, SEKI '86-'89), who most recently was a GS-6 seasonal at Denali, is now a GS-7/9 subdistrict ranger in the same park.

Marten Schmitz (NAVA '87, JELA '88-'89, PEFO '89-present) has moved up from GS-5 ranger (fee collection specialist) at Petrified Forest to GS-7 supervisory park ranger (interpretation and fee collection) in the same park.

Bob Seibert, formerly the district ranger for Denali's South District, is now the district ranger in Yellowstone's West District. Bob's address: P.O. Box 705, West Yellowstone, MT 59758.

Freddi Steele has transferred from Edison, where she was a GS-9 administrative officer, to NCR's Information Management Division, where she is now a GS-9/11 computer specialist.

Louis and Judy Summerfield are now at Glacier. Louis left a position as a WS-8 roads and trails foreman at Guadalupe to become the GS-11 facility manager in St. Mary's District at Glacier. Judy, who was a GS-3 clerk at Guadalupe, has left the Service.

Stephen Thede has moved from Castillo de San Marcos, where he was a GS-5 law enforcement and interpretive ranger, to Bent's Old Fort, where he is

now a GS-7 supervisory park ranger in the same fields.

Kimberly A. Valentino (COLO '84, DESO '84-'85, INDE '85-'91) is the new GS-7/9 chief of interpretation for Northwest Areas — Cape Krusenstern, Kobuk Valley, and Noatak. She transferred there from Independence, where she was a GS-5 ranger. Kimberly can be reached at P.O. Box 1029, Kotzebue, AK 99572.

Missing Members

Anyone who knows where the following folks can be reached should pass the information on to Debbie Gorman, Box 307, Gansevoort, NY 12831. They have moved and, for one reason or another, the post office is unable to forward mail to them.

Marsha Karle	Yellowstone NP, WY
Gordon Pfister	Renton, WA
James Youngblood	Driggs, ID
Christine Lane	Elkton, VA
Ralph Harris	Capulin, NM
Wilfred Leinonen	Staten Island, NY
John & Sherry Lisco	Memphis, TN



Seasonal Insurance

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

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If you'd like more information on these programs, write to Seabury & Smith Associates, P.O. Box 7157, San Francisco, CA 94120, or call 1-800-227-4316 (1-800-982-8080 in California).

Association Actions

Conservationist of the Year Award to ANPR

The National Parks and Conservation Association will present ANPR with its prestigious "Conservationist of the Year" award during NPCA's annual banquet on November 21st in Washington, D.C.

The award has been given each year since 1980 to "the public official who has most demonstrated an outstanding commitment to the protection of America's natural heritage." ANPR was selected because of its "tireless efforts protecting and showcasing our nation's richest treasures — the national parks."

Housing Legislation

On September 11th, Senator Malcolm Wallop (R-WY) introduced the "Ranger Fair Housing Act of 1991" on the floor of the Senate, thereby beginning a legislative process which with hard work and your support will result in significant improvements in housing and relief from high rental rates for field employees. At press time, it appeared likely that Representative Robert Lagomorsino (R-CA) would soon introduce a similar bill on the House side. The Association expresses its deep appreciation to these two Congressmen for leading the effort to remedy the critical housing problems in the National Park Service and the other land management agencies, particularly the Forest Service.

This legislation has come about in large part because of the protracted and concerted efforts of ANPR and because of the specific hard work of a number of its members. These efforts have been underway since the mid-1980's. As you will note in Senator Wallop's floor statement, which follows, the economic hardship report produced by this Association in 1989 played a key role in providing initial documentation on the scope and nature of field problems.

At this time, it appears that hearings on the bill or bills will be held early next year. We will of course keep you posted on developments.

Here, then, are Senator Wallop's floor statement and the full text of the legislation which he introduced:

* * * * *

Mr. President, I am introducing today the Ranger Fair Housing Act of 1991. This legislation would remedy an increasingly serious situation affecting the management of our public lands.

Employee housing provided by several land managing agencies has not kept pace with the increasing demands placed upon the agencies. The housing stock is aging and

increasingly expensive to maintain. The deteriorated condition of many of the units is creating serious recruitment, retention and morale problems for the agencies.

The National Park Service recently completed a "Rental Rate Comparability Study" for the North Atlantic rental survey area. This survey proposed increases of employee rents up to 46% of the employee's base salary. The most recent Census Bureau American Housing Survey reveals that the average cost of rental housing nationwide is 27% of gross family income, including the cost of utilities, yet the Federal Government is requiring employees to live in government housing as a condition of their employment and then charging almost twice the national average for that "privilege". This inequity is particularly onerous when you consider that the gross monthly salary for many of these employees is between \$1,300 and \$1,600. In one case, a GS-5 ranger making \$1,300 a month would pay the government \$599 a month to rent a house in which he is *required* to live. This leaves \$701 a month for taxes, utilities, food, and perhaps, if the employee is frugal, a candy bar. I am introducing an amendment to the Fiscal Year 1992 Interior Appropriations bill to delay the implementation of these rental rate increases until the committees of jurisdiction have an opportunity to review this entire situation.

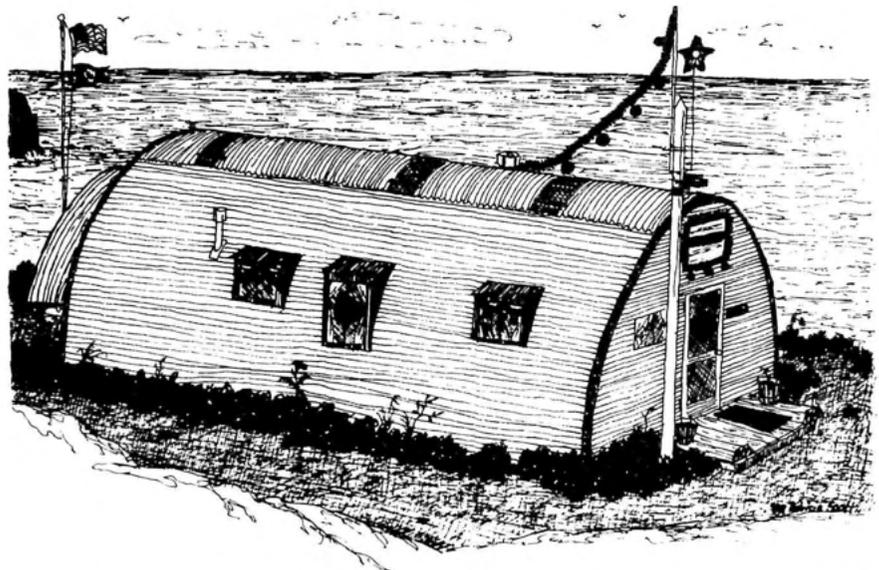
Of the 19,096 government housing units inventoried by the Bureau of Reclamation, 5,262 are owned by the U.S. Forest Service, 5,171 are owned by the National Park Service and 4,564 are owned by the Bureau of Indian Affairs. The remainder are owned by several different agencies. The National Park Service estimates the cost of bringing their housing stock up to acceptable levels at \$546,081,000.

Similar problems exist in all of the major land management agencies. Insufficient and inappropriate housing is an identified problem for the Forest Service in the Pacific Northwest and elsewhere. The Forest Service estimates a need for \$175,539,000 to meet their housing needs. Escalating maintenance costs plague the Bureau of Indian Affairs. They estimate a \$40,000,000 need. Aging housing stock and the associated increasing maintenance costs are a recurring theme throughout the agencies.

A 1988 Department of the Interior study indicates that private sector involvement through build-to-lease or guaranteed rental contracts may provide cost effective relief in some instances. This approach, coupled with establishing and following an agency-wide facilities construction and rehabilitation priority list, will provide the authority and the direction to correct the most pressing problems first.

The Forest Service reports employees having to live in 30-year-old trailers with leaking roofs, up to ten employees of both sexes sharing a single shower, sleeping in pick-ups parked in old horse barns, walling off corners of warehouses and basements to provide "bunkhouse space" and requests to use the attics of office buildings as housing for them. To quote one Forest Service respondent; "...I am seeing conditions I would not want my son or daughter exposed to."

Another problem, which affects all agencies, but the National Park Service particularly, is an increasingly serious recruitment and retention problem in high cost of living areas. While the term "National Park" brings to mind western visions of Yellowstone and Yosemite to most people, the majority of the NPS areas and employees are located in the east. The high cost



Quonset huts used as housing at Channel Islands in past years.

Illustration by Pat Scott.

of living and the relatively low pay of most of the employees assigned there, have created extreme situations of near poverty.

A study conducted by the Association of National Park Rangers in 1988 and 1989 revealed that employees were living in automobiles and sharing sub-standard housing with several others in high crime areas just to have a roof over their heads. Others are reporting spending over 60% of their salary for housing. A significant number are choosing to leave the Service rather than endure marginal living conditions or exhaust their savings in an effort to survive. Without a fairly immediate correction of the disparity between housing costs and salary levels, many of our park areas in high cost-of-living areas will be forced to operate with insufficient staff.

This bill requires the Secretaries to provide safe, appropriate employee housing either on or off-premises at rental rates that do not exceed the national average rate paid by renters. This also would roughly correspond to the level at which commercial lending institutions would approve a home mortgage. To expedite the process and reduce the immediate drain on the Treasury, it further authorizes the agency heads to enter into lease agreements with the private sector to provide that housing where it is practical and appropriate.

Another problem that this legislation addresses is that of infrastructure to support employee housing. In many areas of the country, local jurisdictions and federal agencies could effect significant cost savings by developing water, sewer and similar infrastructure facilities cooperatively. Under current law, agencies are prohibited from contributing toward the development of mutually beneficial facilities, if those facilities are outside the agencies' jurisdictions. In some areas the agency employee housing is reasonably close to the community, yet two complete support infrastructures, with their associated costs and environmental impacts, have been created because of the agency property boundary. This redundancy is not in the public interest.

This legislation merely provides the authority to the heads of the agencies to provide housing for necessary personnel in such a way as they are neither unduly rewarded nor penalized for their dedication to their chosen professions. As a nation we have the right to expect high quality, professional service from those agencies and personnel entrusted with the care of our natural and cultural resources. As individuals they have a right to expect decent housing to be available at their assigned duty stations.

For this legislation to truly accomplish what is intended, I must call for the support and cooperation of my colleagues in the Senate and in the House of Representatives. For too long now, we have yielded to the

temptation to promise funding and support for various new or attractive public lands projects. Invariably, this support comes at the expense of other projects which, in the National scheme of things, are more important. We have collectively allowed sometimes narrow, parochial interests to define and drive what should be *National* systems of parks, forests, refuges and public lands. In the process, we have, with good intentions but sad results, shifted vital resources from established parks, forests, refuges and public lands with real needs and nationally significant resources, to areas or projects which may be of importance, but in the larger national context may not compare to that which is being ignored. It should be clear to us all that there is not an unlimited amount of money to do all the good things we may promise. It is just as clear to me that we are now, and increasingly will be, faced with making some extremely difficult choices among competing land management projects. Those decisions must be made with a view to their long-term benefits for the American people as a whole and their impacts and implications for these National Systems of parks, forests, refuges and public lands *as systems* and not as isolated units within specific states or districts.

* * * * *

S.1704

To improve the administration and management of public lands, National Forests, units of the National Park System, and related areas by improving the availability of adequate, appropriate, affordable, and cost effective housing for employees needed to effectively manage the public lands.

BE IT ENACTED BY THE SENATE AND THE HOUSE OF REPRESENTATIVES OF THE UNITED STATES OF AMERICA IN CONGRESS ASSEMBLED,

SECTION 1. SHORT TITLE.

This Act may be cited as "Ranger Fair Housing Act of 1991"

SECTION 2. REASONABLE VALUE FOR RENTAL RATES

To promote the recruitment and retention of qualified personnel necessary for the effective management of public lands, and notwithstanding any provisions of 5 U.S.C. 5536 to the contrary, the Secretary of Agriculture and Secretary of the Interior (hereinafter referred to as the "Secretary") are authorized to make employee housing and associated recreational facilities available, on or off the lands under the administrative jurisdiction of the Secretary, and to rent or lease said housing to employees of the respective Department at a reasonable value. "Reasonable value" under 5 U.S.C. 5911, any provisions of 5 U.S.C. 5536 to the contrary notwithstanding, means base rental rate comparable to private rental rates for comparable housing facilities and associated

amenities so long as the comparable rates do not exceed the most recent Census Bureau American Housing Survey national average for renters inclusive of utilities, whether paid as part or paid directly to a third party.

SECTION 3. AUTHORITY TO LEASE

The Secretary is authorized to enter into contracts and agreements with public and private entities to provide said housing. "Contract" under 5 U.S.C. 5911 is hereby defined to include, but is not limited to, "Build-to-Lease", "Rental Guarantee", "Joint Development" or other lease agreements entered into by the Secretary, on or off the lands subject to the administrative jurisdiction of the Secretary, for the purposes of sub-leasing to employees.

SECTION 4. AVAILABILITY OF QUARTERS

(a) "Availability of quarters" under 5 U.S.C. 5911 is hereby defined as; the existence, within thirty miles of the duty station, of well constructed and maintained housing suitable to the individual and family needs of the employee the rental rates for which do not exceed the most recent Census Bureau American Housing Survey national average for renters inclusive of utilities, whether paid as part of rent or paid directly to a third party.

(b) The Secretary shall conduct an annual survey of rental quarters available from the private sector within thirty miles of duty stations under the Secretary's jurisdiction. If any such survey indicates that privately owned housing is inadequate in either quality or quantity for the personnel assigned to the duty station, the Secretary shall provide suitable housing in accordance with other provisions of this Act.

SECTION 5. SURVEY OF EXISTING FACILITIES

(a) Within one (1) year after the effective date of this Act, the Secretary of Agriculture and Secretary of the Interior shall classify all existing government owned facilities, including employee housing, by agency within the areas under their respective jurisdictions with respect to their physical condition and their necessity and suitability for the effective prosecution of the agency mission, and develop an agency-wide priority listing, by structure, identifying those units in greatest need for repair, rehabilitation, replacement or initial construction. A report of this study shall be delivered to the House Interior and Insular Affairs and Appropriations Committees and the Senate Energy and National Resources and Appropriations Committees.

(b) Expenditure of any funds authorized and appropriated for construction, repair or rehabilitation shall follow the priority listing established by each agency in sequential order. Funding available from other sources for housing repair may be distributed as determined by the Secretary; *PROVIDED* that any funds generated from ren-

tal income shall be deposited to a reimbursable account no lower than the agency regional level and expended only on housing maintenance or replacement for units from which the rental revenue is generated and; *PROVIDED FURTHER* that no more than 10% of funds available from rental revenues shall be obligated for administrative support, design, planning or overhead for housing projects.

SECTION 6. SECONDARY QUARTERS

The Secretary may determine that secondary quarters for employees who are permanently duty stationed at remote locations and are regularly required to relocate for temporary periods are necessary for the effective administration of an area. Such temporary quarters are authorized to be made available to employees, either on or off the lands subject to the jurisdiction of the Secretary. Rental rates for such secondary facilities will be established such that the aggregate base rental rate paid by an employee for both primary housing and secondary quarters shall not exceed the Census Bureau American Housing Survey national average for renters inclusive of utilities, whether paid as part of rent or paid directly to a third party.

SECTION 7. AUTHORITY FOR COOPERATIVE VENTURES FOR INFRASTRUCTURE

The Secretary is authorized to enter into cooperative agreements or joint ventures with local government and private entities, either on or off the lands subject to the jurisdiction of the Secretary, to provide appropriate and necessary utility and other infrastructure facilities in support of employee housing facilities provided under this Act.

SECTION 8. AUTHORIZATION

There is hereby authorized to be appropriated such funds as may be necessary to implement the program authorized by this Act.

Systems Issues

The Association has taken a strong stand in opposition to the seemingly unending introduction of legislation creating new areas in the System which do not meet agency standards and all too frequently come with high price tags attached. The following letter was sent by President Gale to the chairmen and ranking minority members of the authorizing committees and subcommittees in the House and Senate. Rick sent an

advance copy of the letter to Director Ridenour; the cover letter he sent is also reprinted:

* * * * *

The Association of National Park Rangers, a professional association comprised of 1,500 park rangers and managers, is seriously concerned about the appropriateness of many of the new units being considered for inclusion in the National Park System and about the associated financial burden they will place on an already over-taxed agency.

Although this issue has already been the subject of much public discussion this year, it appears to us that the debate has done little to check the steady flow of recommendations for new sites of questionable appropriateness. Three bills which were recently introduced in Congress have reinforced this perception — H.R. 2109, authorizing the Revere Beach study; H.R. 2548, authorizing the construction of Lincoln Research and Interpretive Center; and H.R. 2321, establishing Dayton Aviation Heritage National Historical Park.

LIMITED EDITION REPRODUCTION OF THE FIRST NPS BADGE

BADGE PLAQUE

This exact reproduction of the first Ranger badge is created in sterling silver and is handsomely displayed on a beveled, solid walnut and metal shield. Etched as silver letters into the black metal is the Horace Albright quote from July 1, 1933:

"Do not let the Service become just another Government bureau. Keep it youthful, vigorous, clean and strong."

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615-269-7575 • FAX 615-269-3892



Other NPS 75th Anniversary commemorative products include embroidered **coasters, t-shirts, sweat shirts, golf shirts, ball cap, pocket knife** and more. Youth sizes available in t-shirts and sweat shirts. FAX or write for free brochure and order form while supplies last.

A portion of all sales of commemorative product will be directed to funds administered by the National Park Foundation to help support NPS programs.

The National Park Service's management policies state that areas must possess three qualities to make them eligible for favorable consideration as new units in the system. A candidate must "(1) possess nationally significant natural, cultural, or recreational resources, (2) be a suitable and feasible addition to the system, and (3) require direct NPS management instead of alternative protection by other agencies or the private sector." A "nationally significant" site is further defined as one which, among other things, is an "outstanding example" of a particular type of resource, possesses "exceptional value" for illustrating a theme from our national heritage, and has a high degree of integrity "as a true, accurate, and relatively unspoiled example of a resource." We believe that these three sites meet very few, if any, of these criteria.

Revere Beach simply does not meet the criteria of national significance which would warrant its designation as a unit of the National Park System, and it shouldn't require a study to confirm this observation. While the beach may have some historic significance as one of a number of this country's first public beaches, it is at present little more than an ordinary strip of land bordered on one side by the ocean and on the other by a suburban community. Except for one building now serving as a police station, all the historic structures associated with the beach are gone. Nearby amusement areas and hotels have been supplanted by condos and retirement homes. The water quality is poor, partly because the beach is located only a mile or so from the sewage outlet which has polluted much of Boston harbor. There is nothing exceptional about the area, yet the study alone would cost between \$150,000 and \$250,000. And studies seem almost invariably to beget new areas.

The Lincoln Research and Interpretive Center, which would be located near Lincoln Home National Historic Site, would cost an astonishing \$30 to \$60 million for construction alone. The study for the center, which was with unintended irony funded by last year's Dire Emergency Supplemental Appropriations Act, examined possible locations for the construction of a facility which would centralize research and interpretive information on President Lincoln. While the objective seems laudable, there are many reasons why the NPS should not be the agency to build, operate and fund such a center:

- The NPS is already financially strapped; even if funds were separately appropriated for the construction of the building, the Service has no money available to staff or operate it.
- The creation of the center near the park would set a dangerous precedent for the development of other such park-related interpretive centers. The NPS is charged with the responsibility for managing sites of unique natural or cultural value, not

with the construction and administration of new attractions.

- The facility would be used to house Illinois state collections which only partly have to do with President Lincoln, and the state has said that it's only willing to move its extensive Lincoln collection to the center if they can continue to manage it. Why should the NPS fund a facility for state purposes?
- It makes little sense to construct a second visitor center a few blocks away from Lincoln Home's existing visitor center, particularly when so many other parks in the system do not have any visitor centers.

Dayton Aviation Heritage NHP would bring together a number of sites related to the early development of flight and would establish a city preservation commission to provide grants and loans to economically-depressed sections of Dayton. This appears to be a thinly-disguised urban redevelopment package with limited historic merit. The NPS already administers Wright Brothers National Memorial, which commemorates the first flight at Kitty Hawk. Why should another Wright Brothers location be added, particularly when the cost for development of the site alone is estimated to be no less than \$25 million?

The components of the park, moreover, either do not deserve national recognition or do not need to be incorporated in a national park. The cycle shop is one of five owned by the Wright Brothers in Dayton and is not the one associated with the development of aircraft; Huffman Prairie Field is part of Wright-Patterson Air Force Base and is currently open to the public; the Wright Flyer III is already owned by a local historical association; the Dunbar House was the home of a poet who was not involved with aviation; the Orville Wright mansion is owned by a company which has no desire to sell the property.

Although these three areas all have serious flaws in and of themselves, they together raise a much larger and more important question: What types of sites — and how many of each type — should be included in the National Park System?

While the primary criteria for a new site these days appears to be public support for the area within a Congressman's home district, it's also true that the extremely broad standards the NPS has devised for consideration of the merits of proposed sites are partly to blame.

Some time ago, the Service developed a "thematic framework" to provide a matrix for the study of sites which might qualify as National Historic Landmarks. The current thematic framework identifies 34 major themes, 246 subthemes, and 323 "facets" (a subdivision of a subtheme); in a number of instances, "facets" are further divided into subcategories.

This framework has since provided the justification for the addition of many a new area to the System. Even a short and random list of some of the topics included demonstrates its sweeping and comprehensive nature:

- post-archaic adaptations in riverine zones;
- iron and ferro alloy extractive or mining industries;
- American bracketed villa Renaissance revival architecture;
- vaudeville and burlesque;
- early American provincial painting;
- prison reform; and
- water and sewerage technology.

The topics included in this "thematic framework" are so all encompassing that with a little creative thought they can be used to justify the inclusion of just about any type of site in the National Park System, and that's exactly what is happening. If the United States had the money and commitment to create an orderly nationwide system of areas commemorating the myriad aspects of our history, culture and environment, our association would be in the forefront in enthusiastic support for its implementation. But realities are otherwise.

We realize that legislation has already been passed which mandates the revision of the thematic framework, and appreciate the fact that Congress has recognized this need. We believe, though, that the NPS needs something more than a framework — we need a plan which defines the Service's roll in preserving and interpreting this country's heritage.

None of the sites mentioned above should be included in the National Park System, and legislation should also be passed which would establish strict criteria for admission of new areas to the system. Although such criteria are currently codified in the Service's management policies, as noted above, they remain inadequate, and will continue to be ignored until they have the force of law.

When coupled with inflation, the addition of new agency responsibilities, and existing funding deficiencies, the budgetary impact of the many sites being added to the System has been profound. Despite increases to the Service's budget this year, we have a multi-billion dollar backlog in unfunded land acquisition and in repairs and improvements to park infrastructures, including housing that in many places is wholly inadequate. Because of funding constraints, ranger staffs have remained relatively constant over the past two decades despite dramatic increases in the numbers of parks, park visitors and park acreage.

Because of this, rangers are often severely overtaxed in their efforts to provide services to the public and protect park resources. Operational budgets are so limited that both seasonal and permanent ranger

staffs have been cut back significantly and volunteers have been brought on to replace them. The number of seasonal rangers in the NPS, for instance, has decreased by about 1,000 positions (20%) since 1980, yet the National Park System during that same period grew by 37 areas (10% increase) and visitation increased by almost 40 million (15% increase). It's not uncommon these days to spend an entire day in a park without seeing a ranger.

Why, then, should we be adding new burdens to an already overtaxed system when we can not now in many cases even minimally meet our existing Congressional mandates?

In closing, let me assure you that the Association of National Park Rangers firmly supports the inclusion of new areas in the system as long as 1) they are truly nationally significant, 2) funding is provided for both the creation of the park and subsequent operations, 3) the areas have been identified as high priority additions to the System under an agency-wide plan, and 4) there is no other option available other than Federal management. *We can not continue to add areas without necessary funds and staff to operate them.*

We look forward to hearing your views on this issue.

* * * * *

Dear Director Ridenour:

When you wrote your article on "Thinning The Blood" in *Courier* last November, you touched on a subject of great concern to the Association of National Park Rangers — the continuous addition of areas to the National Park System which are less than nationally significant.

Since that time, we in ANPR have discussed the problem on many occasions, but have not until now gone beyond the point of musing on what sorts of actions we should take. The proposed addition of Revere Beach as a national park this summer, however, had a galvanizing effect and has led us to draft and send letters professing our concerns to the chairmen and ranking minority members of the appropriate authorizing committees and subcommittees in both the Senate and House. A copy of one of those letters is enclosed. You will find that it recapitulates many of the points that you and your staff have already made in testimony before Congress.

As you noted in your article in *Courier*, it is incumbent on each of us in the field to take a stand on the "thinning of the blood." We thank you for your leadership on this issue, and stand ready to offer any additional support you may need in helping to halt this unchecked, unwise and financially unsound growth.

Media Reports

As Rick Gale noted in his "President's Message" in this issue, there was a spate of articles and radio and television stories on rangers throughout the summer. Although the 75th anniversary provided the context for these pieces, virtually all of them based much of their reporting on the economic hardship report prepared by ANPR two years ago. That study provided a jumping off point which led to discussions about other issues, including pressures on the parks, insufficient budgets and staffs and related matters. Representatives of the Association were sought out and quoted in most of the stories.

It is unclear what the end result of all this attention will be, but members should realize that, at the very least, many reporters on the environmental issue beat and many of their readers are now aware of the scope and nature of problems facing NPS rangers.

International Relations

The Association has prepared a draft international accord which would unite ranger organizations and associations from around the world in a loosely-knit federation to meet a number of common objectives. The draft has been forwarded to the Scottish Countryside Ranger Association (SCRA) and England's Association of Countryside Rangers (ACR) for their thoughts and comments. The final version will appear in a future issue of *Ranger* along with portraits of ranger operations in other nations.

The draft accord would bring rangers together to:

- further the professional standards of rangers throughout the world
- share knowledge and resources;
- establish global communications among ranger organizations;
- foster professional exchanges among rangers;
- provide each other with advice and guidance on travel contacts in parks in our respective nations;
- arrange and conduct regular international meetings; and
- undertake joint activities to directly support each other's operations where necessary and feasible.



ANPR Promotional Items



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Quantity	Item	Cost	S & H	Extension
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	ANPR patch	\$ 2.00	\$.50	
	ANPR decal	\$ 1.25	\$.50	
	EMS decal	\$ 1.25	\$.50	
	Plastic stadium cups	4 for \$1.00	\$.75	
	Belt buckle, pewter	\$15.00	\$2.00	
	Pen set	\$18.00	\$2.50	
	ANPR cloisenee pin (new)	\$ 2.00	\$1.00	
	ANPR coffee mug (new)	\$ 6.00	\$1.50	
	Polo S/L shirt* (new)	\$25.00	\$2.50	
	Rendezvous XIV T-shirt*	\$ 6.00	\$1.50	

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For shirts: Polo shirt. Forest Green Wine M L XL (Available after Dec. 1, '90)

Rendezvous XIV T-shirt: S M L XL

In Print

Books

The History of the Sierra Club: 1892-1970, by Michael P. Cohen, 1988. Sierra Club Books, San Francisco.

A few summers ago, in a fit of over-enthusiasm, one of my first year seasonal interpreters digressed from his program into his personal critique of the conservation movement. His views spanned ideas attributable to a wide range of groups, but all were laid on the doorstep of the Sierra Club. This was not the first time I heard the Sierra Club used as a synonym for all environmental groups. Most often this phenomena seems to affect those opposed to an environmental group's position, in which case the reference is commonly made to "those damned Sahara Clubbers".

The Sierra Club was founded in 1892 with the following mission: "To explore, enjoy and render accessible the mountain regions of the Pacific Coast." The most famous member of the founding group was John Muir, who served as president of the club from 1892 until his death in 1914. The focus of the club was on the Sierra Nevada and the focal point was Yosemite. Much of the early club emphasis was on promoting this area, and one of its major strategies was to encourage people to explore the mountains. The epitome of this approach was the club's annual "rendezvous", an outing into the mountains called the High Trip.

When the National Park Service was established, the Sierra Club worked closely with the agency to promote national parks and their use. Indeed, it was the Sierra Club's secretary, William Colby, who counselled one of his students, Horace Albright, to take a job in the Interior Department in 1914. Steven Mather was strongly influenced by going on a Sierra Club climb of Mount Rainier in 1905. The relationship between early park managers and club leaders was both personal and professional.

As Cohen chronicals the development of the club, we see a change in its relationship with the Park Service and a broadening of its interest from national parks to national forests and beyond. While the Park Service maintains that its mission is still, in part, to promote the use of parks, the Sierra Club eventually amended its statement of purpose to remove the words "render accessible". Thus, while sharing an orientation to preservation of parks and wilderness, the two organizations would no longer always share mutual goals. However, most of the major campaigns club's involved national parks — opposing dams in Hetch Hetchy, Dinosaur and the Grand Canyon; working for the establishment of Kings Canyon, Redwoods and North Cascades National Parks; opposing the Park Service's spraying of DDT.

Cohen's history of the club focuses on these campaigns. In large part, the view is from the perspective of Sierra Club leaders, as their ideas developed and their personalities shaped the club. Not only does this story show how a major part of the environmental movement developed, but it reveals much about the dynamics of organizational growth, from a small group of friends who joined together to promote a modest ideological and social agenda to a large, complex association with significant national influence.

The author, Michael Cohen, is a professor of English at Southern Utah State College in Cedar City. Among his credentials are years of experience in studying the development of the environmental movement; participating in Sierra Club activities; hiking, climbing and skiing throughout western wilderness and national park areas; and attempting, sometimes successfully, to induce various species of the order *Clupie-formes* into trying to eat artificial insects. Michael is well known to many ANPR members from these activities and summers living in parks while his wife Valerie worked as a seasonal law enforcement ranger. Like his first book, *The Pathless Way: John Muir and the American Wilderness*, this history is well and carefully written. Although written for and published by the Sierra Club, this is not a polemic to extol the virtues of the club, nor is it a critique of the club's actions.

We do not, however, learn much about the ideas and motivation of the individual members of the Sierra Club. Ultimately the strength of the organization is based on the grass roots support of these members and their participation at the club's chapter level. It is these members that we will often deal

with in the parks. Their ideas were partially shaped by the events related in this book, but most of them joined the club during or after the time of Earth Day. A second volume continuing the story would be welcome.

John Conoboy
SWRO

Quotable

Here's a more than mildly interesting passage from the January/February issue of *Mother Jones*:

"'We're out to destroy the environmental movement once and for all,' says Ron Arnold, explaining why he and partner Alan Gottlieb, at the Center for the Defense of Free Enterprise in Bellevue, Washington, launched the so-called Wise Use Movement two years ago. The Gottlieb-edited *Wise Use Agenda* lists more than 222 sympathetic groups, from James Watt's Mountain States Legal Foundation to the Motorcycle Industry Council to Exxon Co. USA. It calls for immediate logging of old-growth forests; opening all public lands, including national parks, to mining and drilling; lifting protection for such 'non-adaptive species as the California condor'; and expanding national park concessions under private firms 'such as Walt Disney.'"

* * * * *

The epic battle over the future of the land adjacent to Manassas is considered by many to be a pivotal point in the running war between development and preservation camps. When it began, it appeared that the construction of the Williams Mall couldn't be stopped, but in the end the federal

Continued on page 13

FREE BOOKS

How would you like to get a *free* copy of that recently published \$30 book you've had your eye on? You know, the one about the in-depth archeological dig just completed in your park, or that new controversial book on park management, the one that you could have written better?

The book review page is back on track, and we would like to get you involved!

As part of our book review process, we are soliciting publishers to send books concerning parks, park management, history, wilderness, and environmental policy. We need reviewers to complete short typed reviews of these books. Many of these reviews will then be published in *Ranger* magazine. As the reviewer, you get to keep the book.

Here's how it works. I will make lists of books we receive available to interested people who write me. If you agree to review one of the books, I will send it to you along with a description of what's needed for the

review. We would like to hear from reviewers at the park a book discusses or those with interest or knowledge of the book's subject area.

If there is a particular book you would like to review, let me know and I will attempt to obtain a copy from the publisher. All requests to publishers should come through me.

Remember, we are not talking about just currently published books. There is a lot of good information out there in old books, too. So use your imagination. Personally, I would love to find an old book on the first ascent of Mt. St. Elias!

If you are interested in this program, please write me at Wrangell-St. Elias NP/P, Yakutat District, P.O. Box 137, Yakutat, AK 99689.

Rick Mossman
Wrangell-St. Elias

“We Have Given You a Soapbox”: Case Studies in Critical Issues Interpretation

Deb Liggett
Everglades

One day in the late 1970's, an American icon was removed from public view at Grand Canyon. The icon was a bronze statue of Brighty of the Grand Canyon, the famous burro created by Marguerite Henry in her classic children's tale. The events leading up to Brighty's removal had included bloody public meetings and bad press. The final insult was the discovery of a pile of something warm and steaming under Brighty's bronze tail — undoubtedly, an inside job.

With Brighty's ignoble removal from the inner patio of the Grand Canyon Visitor Center to the closets of the museum collection came an ever so subtle shift in interpretation. The National Park Service was trying to explain to the public why we had to shoot the creations; yet, we had memorialized the beast in the main park visitor center. The agency was being forced to change both the message and the way we presented the message to our public. Critical resource issue interpretation was born.

Grand Canyon interpretive veterans from this era (Early Burro) wish we could report that park management took an aggressive stance (they have on subsequent issues), that park interpreters were ordered into the fray, and that the day was won. The response was instead hesitant. We were adequately trained to respond to questions regarding burros and motors on the river but were not given the go ahead to create programs or initiate discussions on controversial topics. We could respond but not initiate. Had we been doing more issue interpretation, the most feared visitor would have been an anti-vivisectionist from the pro-burro lobby. In reality, the visitor we dreaded most was a creationist on our geology walks.

An object lesson shared in seasonal training revolved around an interpreter giving a talk at Yavapai Museum. The interpreter strayed from the straight and narrow and began to wax poetic about the Bureau of Reclamation and beach erosion on the Colorado River. The interpreter lost his objectivity and in the audience on that fateful

Deb Liggett has been an interpretive ranger in the NPS for eleven years and has worked in six parks. She currently supervises critical issue interpretation at Everglades.

day was the executive secretary to the director of BuRec. Within twenty-four hours there was a complaint letter on the superintendent's desk. The moral of this story as given to the rank and file was “We have given you a soapbox; don't abuse it.”

The burro debacle at Grand Canyon was a difficult lesson for both resource managers and interpreters. Jim Walters, a resource manager at the Grand Canyon during this time, says that it stemmed from a failure to properly “scope” the public. Management “underestimated the sensitivity of the issue”, he says, and adds that “a decision to develop a full-blown environmental impact statement (EIS) would have saved time in the long run.” He also observes that we, as an agency, were too arrogant. The attitude was that the burro was clearly exotic and that the rangers knew best. It was, therefore, embarrassing when the adequacy of the environmental assessment (EA) was challenged in court and we couldn't answer simple questions like — How many burros are in the Canyon? How many bighorn sheep?

Pity the poor managers who were hit with this train. Walters speculates that the muzzle order was placed on the interpretive staff because of the *overwhelming* amount of public comment the park was dealing with in the daily mail and in the press. He suggests that park management did not want to be a “generator of public comment.” Park management was not receiving unified support from above and they were, understandably, gun shy. He cautions that past strategies need to be considered in the context of both the times and the fabric of events.

What a difference ten years can make. At Grand Canyon, the issue was being

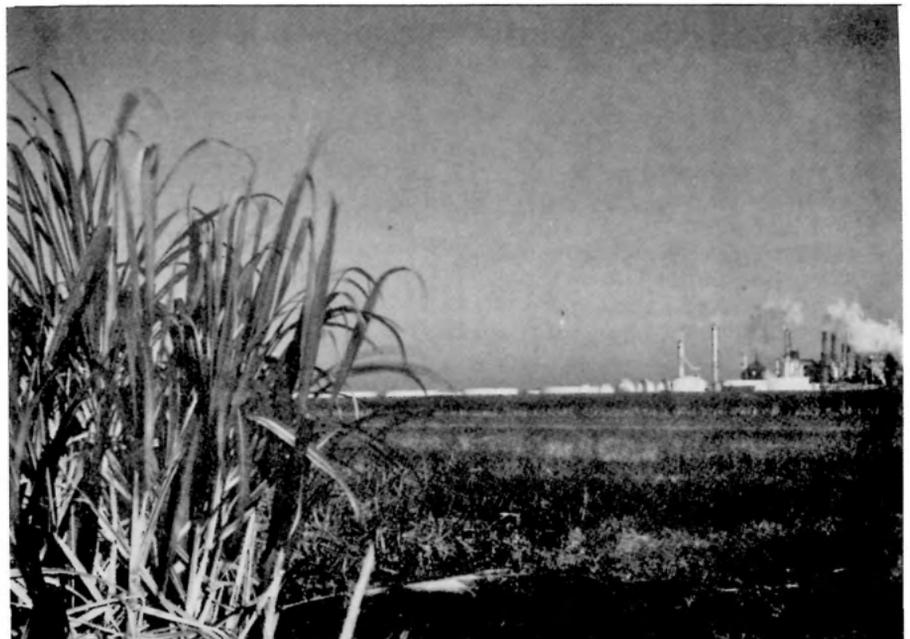
driven by outside special interest groups. We were ill-prepared for the events that followed and only gained control of the show very late in the project. At Everglades, virtually the same issues have plagued the park since before Dan Beard completed his Everglades National Park Study in 1938. For more than forty years, park managers were unable to deal effectively with outside influences on the park.

Jack Morehead, former superintendent, is credited with initiating critical issues interpretation at Everglades. Morehead says that critical issue interpretation “is the only way to get public support, which translates to political support”. He adds though, that managers can “formulate public support, but not in opposition to the current administration's position”.

Morehead turned his interpreters loose in the mid-1980's and went public with information on Florida Bay fishery and associated water issues. In 1985, commercial fishing was eliminated within the park.

The process has continued through two subsequent superintendents. Mike Finley began a concerted effort to restore the northeast Shark River Slough in 1986. In 1989, President Bush signed into law an additional 107,600 acres that will permit the historic flow pattern to be re-established. This kind of legislation is not possible without broad-based public support.

In 1988, Everglades National Park and Loxahatchee National Wildlife Refuge took the state of Florida to court, asking that the state enforce its existing water quality regulations. Bob Chandler, in 1991, negotiated an out of court settlement with the South Florida Water Management District. The water management district might not have been forced to the negotiating table without



The impacts of industry on parks, like this power plant abutting a natural area in Louisiana, often require interpretive rangers to address critical issues in their programs.

an informed public.

Several key ingredients have been present in Everglades successes. The first ingredient has been management *selection of targeted issues*. At Everglades the entire staff can recite the litany of the four water-related issues — quantity, timing, distribution, and quality.

The second key ingredient is *management support*. The staff at Everglades has been *directed* to create interpretive programs addressing key themes. There is no “loose cannon” in the interpretive ranks conducting advocacy programs on the sly. The staff is expected to know the issues and address them. Trust is communicated from the superintendent down.

Just as superintendents can empower their staffs, so too can the directorate empower its superintendents. Park managers must be given the authority to act. Trust must be built in both directions.

The third ingredient is *good research* — quality information. This information is what builds our credibility with all our publics. Gone are the days when the ranger knew best. Editorial boards, citizen groups, park visitors, congressional staffs, advocacy groups will all challenge us — and support us. Our information must stand up in court. Critical issue interpretation must be research driven.

Last, but not least, is the *interpretive effort* itself. Critical issues must be addressed regularly within the interpretive schedule, but not ad nauseum. Interpreters and managers must remember that a balance must be struck. We need to remember the “WOW” factor! Visitors grow tired of gloom and doom. Solutions must be stressed. At Everglades, interpreters are told that they can’t save the Everglades on the first stop on the Anhinga Trail. But somewhere down the trail the story of an alligator or an apple snail may cross paths with a visitor’s understanding of a critical issue story.

Time and increased public awareness of environmental issues have aided the effort at Everglades. By taking the initiative, park management has been able to place its own “spin” or “twist” on the issue story. This is exactly what any high-powered public relations firm would advise a client to do. Take the initiative. Stake out the high ground. Run your own train. Tell your story.

“We’ve given you a soapbox. Don’t abuse it.” This is still good advice — as long as objectivity and accuracy frame the message, not fear. Poor Brighty — memorialized and victimized by a changing resource message.

In Print continued

government took the land by eminent domain for \$81 million. Writing in the *Washington Post Magazine* (July 28, 1991), Joel Garreau offers a cogent explanation of what happened. The American people, Garreau says, were rebelling against capital-C Change. But why?

“Maybe it was the way the Change was so impersonal, driven only by the relentless logic of the marketplace — which is wildly efficient, but incapable of quantifying the human ecology of a place, its sense of home, those intangibles of our culture. Maybe that’s why when we see the bulldozers, we cringe. Maybe deep down we see the problem as the Change denying — even attacking — the specialness of our lives.

“We see it as attacking the very individuality and individualism that we had been building this stuff to achieve in the first place. Each piece of the new world we build caters to our dreams of freedom. But right now, the totality does not make us feel like individuals. It makes us feel like strangers in our own land. We look around and recognize nothing. It is all changing so fast we cannot even find our own place in the universe. Not even our old house or favorite hangout. Sometimes we barely recognize ourselves.

“Now *that* would be a core contradiction in our souls. *That* would explain a lot about our reaction to Manassas. It would also explain why our heart’s sink when we see other landscapes that we love threatened.

“We see those places as distinct. As one-of-a-kind. Just like each of us. And to the extent that they are removed from the face of the Earth, especially to be replaced by a symbol of homogeneity — a mall! — well. It would be the symbol of the mass, of the ubiquitous, of the ordinary, destroying the singular, the irreplaceable. And just to that extent would we see the singular and irreplaceable in our own lives, in our very selves, diminished.”

* * * * *

Bill Paleck, the superintendent of Saguaro, had this to say about the challenges of running a park in the 1990s in an article which appeared this spring in a local Arizona paper:

“In the old days, superintendents were the captains of the ships. They had absolute authority. They could, by signing a piece of paper, close an area, open an area, have something built, have something torn down. And then, after the 70s, you have a social change.

“Today we don’t accept that status quo. You have things like the National Environmental Protection Act that says to land managers ‘Justify what you’re doing. Evalu-

ate it first before you do it.’ That’s not necessarily taking away authority, it’s complicating it. So it’s less of a captain’s ship.

“I say, today, what I am is the trail boss for Saguaro. And my tenure here, however long that is, is like picking the herd up in west Texas and I’ve got to get it to Kansas. And I recognize that, right off the bat, if I don’t have a good cook, I’m not going to have very happy wranglers, and if I don’t get out front and scout every once in a while, I’m going to be in trouble, and if I’m not in the back eating dust with the drovers every once in a while, I’m not doing my job. I’ve got to negotiate with the Indians, and I’ve got to negotiate with the bandits and sometimes a lightning storm will hit and spread the herd six ways from Sunday and it’ll be my fault.”

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Professionalism in Resource Management

Kathy Jope
Pacific Northwest Regional Office

Late in July, a group comprised of regional resource management specialists (or, in some cases, their representatives) met at Indiana Dunes to discuss topics of current concern in the field. One of those had to do with professional identity, and the conversation proved edifying. Even more remarkable, there was a consensus among us on just who we are and what we do.

To discuss professionalism in resource management, it is necessary to first define resource management. Resource management has evolved as a profession within just the last 10 to 20 years. With such a short history, there is still some confusion and disagreement over just what a resource manager is supposed to do.

In 1980, Ro Wauer conceptually defined the resource manager as one who "not only works to solve today's problems but identifies and prevents those of tomorrow."¹ He stated that a resource manager is a *catalyst* who:

- talks to managers, scientists, planners, interpreters, and work crews;
- relates to the big picture;
- is responsible for implementation and monitoring; and
- has the time and staff to do it correctly.

A resource manager is not a researcher. However, resource management *is* closely linked to research. Gary Davis of Channel Islands drew an analogy between NPS natural resource programs and the medical profession.² While medicine requires research to provide information, research alone doesn't keep the patient well unless there is a doctor who applies the results of that research. Similarly, the NPS requires research on park ecosystems, but research alone doesn't protect park resources. It is the role of the resource manager to apply the results of research and serve as the "doctor" for the natural resources of the parks.

This could be interpreted to imply that the resource manager is a technician, who unquestioningly follows the instructions of researchers and implements research recommendations. However, a professional resource manager goes beyond research results. He or she is aware of alternative approaches, critically evaluates them, and

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selects the one that is most appropriate to a given situation.

Detecting a problem often requires in-depth knowledge of the resource, as well as how the resource functions and interacts with other resources. This still results in sensitivity and ability to recognize situations in which something is not quite right. Defining a problem and an approach to resolve it requires that a resource manager have skills in problem-solving. The resource manager must identify information needs and determine what information is available from the published literature or other existing sources, as well as what must be obtained from new research. A foundation in science and critical-thinking abilities are needed to determine the relevance of particular studies to a given issue. These qualifications can probably best be obtained through a master's degree in a natural resource discipline.³

When research is needed to provide information not available in the published literature, the resource manager serves as research coordinator in most parks. In this role, the resource manager:

- obtains needed funding by preparing funding requests, requests for proposals (RFPs), and other needed documentation;
- works with the researcher in clearly defining research objectives and developing methods that are compatible with NPS mandates;
- monitors progress of the research; and
- reviews the research report for management implications.⁴

When integrating scientific information into a park's resource-related programs, the differences between a resource manager and a researcher become clear. The resource manager is responsible for integrating scientific information, as appropriate, with other considerations to achieve the park's objectives for resource protection. Management decisions are not based solely on biological information, but on additional considerations that go beyond the scope of the research, including other information relevant to the issue, park management objectives, NPS management policies and regulations, effects on other park programs, and strategic judgment concerning the long-term benefit of alternative actions. Achieving a resource-protection objective may involve making use of management tools and procedures such as special use permits, concession contracts, commercial use licenses, cooperative agreements, land-use regulations and rights of ownership. The socio-political environment can create new opportunities for alternative approaches or make other approaches unfeasible. The more knowledgeable a resource manager is, the more effective he or she will be.

There is only a limited amount that a resource manager can accomplish alone. In-

stead, the resource manager works through others, including work crews as well as maintenance, law enforcement, interpretation, public information, concessions management, and other divisions. The resource manager serves as the focus of natural resource-related activities, helping the various programs work toward coordinated resource protection, rather than at cross-purposes. To be effective, the resource manager needs a knowledge of other park programs, and their work requirements and procedures.

In managing a program, resource managers need to be skilled in managing staff and funding, knowledgeable about administrative procedures and regulations, and able to develop good working relationships with budget officers, procurement officers, classification specialists, and contracting officers.

The resource manager works not only with park employees, but also with employees of other agencies, adjacent landowners, and interest groups. This illustrates the need for the profession to be skilled in communication and interpersonal relationships, as well as in negotiation and persuasion. It is imperative that the resource manager be able to effectively communicate technical information about the resources, threats to their integrity, research findings, potential solutions to problems, and the pros and cons of alternative approaches. The resource manager needs to be able to explain to people with diverse values why it is in their interest to care about the well-being of park resources.

A resource manager is the primary source of information about park resources. There is increasing need for resource managers to be able to manage databases. This is essential to ensure that resource information is available when needed and to ensure that there is continuity over time and that research results will not be forgotten when a person transfers.

Resource managers must stay up-to-date with the most current scientific knowledge. We should think of them as *scientific* resource managers. Unfortunately, because our staffing levels are so spartan, it has been necessary for a single resource manager to be responsible for an extremely broad spectrum of resources. The GS-401 biologist classification does not begin to reflect the range of responsibilities. Areas of responsibility often include management of:

- air quality;
- watersheds, including surface and sub-surface hydrology, soils, geology, and climatic processes;
- fish and other aquatic biota;
- wildlife, including birds, mammals, insects, and other organisms;
- vegetation;
- fire;
- caves;

- grazing;
- mining and minerals, coal and oil;
- hazardous materials and toxic wastes;
- threatened and endangered species;
- non-native species;
- pests;
- backcountry and frontcountry visitor impacts; and
- impacts of park facilities.

In developing resource programs and assessing the environmental effects of proposed facilities or management actions, resources must be dealt with as *systems* of inter-related, dynamic components. The challenge for resource managers is maintaining a professional level of expertise, as well as knowledge of changing laws and policies, in such a wide range of subjects. In addition, the resource manager should stay abreast of new concepts and emerging fields such as conservation biology, restoration ecology, and behavior of pollutants in the environment. It is clear that we need to develop better ways to meet the need for expertise at the field level.

After we have hired well-educated people as resource managers and given them experience and training to broaden their knowledge of natural resources and park management beyond their education specialty, we need to make an effort to maintain their professional expertise at the highest level possible. To achieve this, resource managers should be encouraged to participate in activities such as short courses, scientific conferences, and graduate-level continuing education opportunities. The NPS should regularly sponsor workshops specifically targeted toward resource managers focusing on state-of-the-art themes.

Natural and cultural resources, which form the foundation on which the national park system is built, are facing threats as never before. Whether or not the NPS con-

siders its own resource managers to be professionals is projected to others in the way the agency is organized. Resource management must surface as a keystone responsibility and be considered a part of "line management," with sufficient personnel and support to deal with the issues faced by the parks in today's world.³

Notes

¹ Wauer, Roland H. 1980. The role of the National Park Service natural resources manager. NPS Publ. CPSU/UW B-80-2. Cooperative Park Studies Unit, Univ. of Washington, Seattle, WA 98195. 10 pp.

² Davis, Gary E. 1988. Inventory and monitoring of natural resources in Channel Islands National Park. National Park Service, Ventura, CA.

³ The needed qualifications exceed the knowledge that is obtained through a bachelor's degree. While a Ph.D. gives a better understanding of research design and scientific methods, its usually narrow focus contributes little to the range of capabilities needed in an effective resource manager.

⁴ It is not appropriate for the researcher to make management *recommendations*. Since management decisions are based on many other considerations of which the researcher may not be fully aware, the researcher should instead discuss management *implications* of the research, such as the likely consequences if the park selects a certain alternative action.

Topics for Additional Discussion

During the meeting, a number of topics were raised which need further discussion. These will be brought up at future meetings and in the pages of this magazine. The topics included the following:

Intake routes — there are few intake positions in resource management. Most intake positions are in other fields, which do not necessarily select for the qualifications we need in higher-level resource management

positions. How did today's professional resource managers enter the NPS? We need to consider establishing an intake route and perhaps an upward mobility ladder to ensure that we bring in people who have the qualifications and potential to develop the needed expertise.

Lack of applicants for positions at GS-12 and above — Areas with vacancies in high-level resource management positions, particularly central offices and remote locations, have had difficulty attracting well-qualified applicants. This may be due to the still small number of resource managers Servicewide. Some resource managers approaching higher levels may be interested in remaining at their parks for a long time to develop in-depth knowledge of the resource or they may be interested in developing themselves to move into park management instead of remaining in "specialist" positions. There has been little opportunity for resource managers in low- to mid-graded NPS resource management positions to gain critical experience and training in supervision and program management.

GS-401 natural resource recreation specialist — A new option under GS-401 is apparently in the final stages of development by OPM. It would require only 12 credits of natural resource course work, effectively "de-professionalizing" the profession. There is some perception that, even now, OPM does not consider the GS-401 general biologist classification as "professional". This new move would further erode any credibility that remains in the GS-401 classification.



Today's resource management specialist has a full spectrum of duties ranging from computerized database management to backcountry patrols to assess impacts on park resources.

Addressing the Budget Blues

Bruce Craig
NPCA

Each year, the President submits a two-and-a-half-inch-thick compendium of numbers, charts, and complex tables to Congress — the proposed budget of the United States. This document advances the Administration's priorities, but it also provides a framework for expenditures within each executive department and agency. So massive is this document that its pages are not even comprehensively numbered. Yet, if you look carefully in Part IV of the budget, you will find two pages tucked away which outline the proposed budget of the National Park Service.

Despite the proposed increases this year by the Administration, the operational needs of the National Park Service continue to grow. According to some managers, the Service is in reality "a \$3 billion dollar bureau operating on a \$1 billion dollar budget." According to some estimates, the actual maintenance backlog of needs is now more than \$2 billion and, as we move into the 21st century, half-century-old bridges and quarter-century-old water systems will continue to wear out, creating still larger financial burdens for the Service.

In all likelihood the financial crunch will continue. It raises several important questions (1) Can the financial problems of the National Park Service be addressed by pouring more money into park operations? (2) Could the problem be better solved by prioritizing existing funds more effectively? or (3) Is there a need for a fundamental restructuring of the way we fund our national parks?

Need for Reform

Budget reform is among the most complex and difficult of all issues. There simply are no easy solutions. Existing power bases, in both the legislative and executive branches of government, must be considered.

Congressmen who sit on "authorizing committees" and those who sit on "appropriating committees," for example, do not always see eye to eye on the Service's needs. There also is a tradition of rivalry between the various government agencies: Interior jockeys with the Agriculture Department and the Environmental Protection Agency for environmental leadership positions; the National Park Service competes with the

Bruce Craig is acting director of Conservation Programs for NPCA, a citizen-based organization first proposed in 1919 by Stephen Mather to "watch-dog" the national park system.

Bureau of Land Management and Fish and Wildlife Service for limited dollars.

This competitive mindset extends deep into the bureau as individual park units compete with other parks for limited regional funds; regions compete with regions; and, even in the Washington office, associate directors compete with their counterparts for higher levels of funding for their programs and activities.

From my perspective, having played the NPS budget game in three park units over a ten-year span, and now when delivering National Park and Conservation Association's views to the various Congressional committees that pass judgement on the adequacy of the budget, I see a need for reform.

What is needed to address the park funding crisis is reform with the goal of (1) obtaining larger appropriations from the Administration and Congress; (2) restructuring the decision-making processes both in the legislative and executive branches and the Service itself; and (3) generating new sources of revenue for the parks.



Need for Larger Appropriations

The so-called Reagan legacy has born the traditional brunt of attacks by environmentalists as the "cause" for the present funding crisis. Actually, the declining funding levels may be traced back at least to the Carter years, but certainly the problems were not adequately addressed by a change of administrations. When James Watt was at the helm of Interior, he cut both the chaff as well as the wheat of the land management agencies.

The National Park Service, however, managed to survive relatively unscathed. Annual appropriations for the resources management program, for example, actually increased from \$44 million in 1980 to more than \$100 million in 1987. From 1982-1985, the Park Restoration and Improvement Program (PRIP) resulted in ap-

proximately \$1 billion being poured into new construction and facility improvement.

As was the case with its predecessor, the Administration and Congress during the Reagan years saw the need to channel money into a program only when the condition of facilities reached near crisis levels. There is simply no way around it: If we are to maintain the integrity of our park system, funding levels for park operations must be significantly and consistently raised from present levels.

NPCA's recent report, *Investing in Park Futures: The National Park System Plan, A Blueprint for Tomorrow*, documents the parks' growing need for funds. In our 1988 study, NPCA analyzed 256 park resource management plans and documented the existence of 3,979 resource management threats requiring \$522 million to rectify properly. Later that same year, a separate NPS report concluded that there were 2,318 natural resource projects alone, totalling \$267 million, that needed funding.

Unfunded needs extend into the area of land acquisition as well. There currently is a backlog in excess of \$2 billion of national park lands that Congress has authorized to be purchased but has yet to appropriate monies for their actual acquisition. NPCA's *National Park System Plan* also documents the need for additional boundary revisions and resulting acquisitions in 69 percent of all natural areas and 41 percent of the cultural/historic areas if these areas are to be preserved for posterity.

Land acquisition in the NPS is accomplished through the expenditure of monies from the Land and Water Conservation Fund (LWCF). Since the creation of this specific Treasury account in 1965, the government has been able consistently to provide some funds for land acquisition, including money for national park land acquisition. Monies do not come from tax revenues, but are raised largely through revenue generated as a result of outer continental shelf leasing.

On average, nearly \$1 billion is collected and deposited in this fund annually, yet in order to address budget concerns, the pattern in recent Administrations has been to tap into the fund at significantly lower levels. This year, despite a war in the Middle East and recession at home, the Bush administration proposed a funding level of \$350 million, the largest appropriation for the LWCF in more than a decade.

In order to address land acquisition needs for the parks, all federal land management agencies, and the states, Congressional reformers have sought to pass legislation creating an American Heritage Trust Fund. This would have established a "dedicated trust fund" guaranteeing that all the revenues raised as a result of mineral and natural gas leasing would be allocated for public land acquisition. Despite recommendations for establishing such a fund by the

President's Commission on Americas Outdoors and a promise by candidate George Bush in 1988, this fund has yet to become a reality. NPCA believes full funding of the LWCF is a place to start in order to address the Service's budget woes.

Restructure Decision Making

One of the continuing dilemmas relating to the budget process is that when Congress authorizes new national park areas, necessary funding to operate the area does not automatically follow. This is because the "authorizing" and "appropriating" committees are not one and the same. The situation is complicated by the fact that Congressmen seeking an influx of federal dollars into their Congressional districts sometimes lobby hard for their pet projects, which can result in what has been described by the press as "park pork."

In reality, all that appears as "pork" is not fat. Even within the NPS there is disagreement as to what constitutes park pork. When looking at the billion dollar NPS budget, there is no escaping the fact that in reality it is lean and that there is little fat. Many of the projects recently characterized by the press as pork barrel projects have in fact been worthwhile. Monies spent on projects that assert NPS leadership in the arena of resource preservation and park planning can hardly be described as pork.

Unfortunately, funding for these projects does affect the total number of dollars allocated for the more traditional NPS units. We therefore need to take a long term view and look for ways to expand the funding pie, not continue the fruitless endeavor of bickering over who got too big a piece.

If there is one lesson that environmental groups have learned, it is that neither the Administration, nor Interior, nor even the National Park Service, are politically in a position to advocate a budget that is free from the influence of partisan politics. Although there is no escaping the reality of politics in the budget process, perhaps a truer picture of the Service's real needs would result if the National Park Service were to internally prepare its own budget first and then submit it through traditional channels (Interior and OMB) for review and at the same time submit the proposed budget to an independent review board, perhaps even the Interior Secretary's own National Park System Advisory Board, for public review and comment.

This would require amending the Board's charter and would create the need for a few independent budget analyst positions, but the closer scrutiny of the NPS budget by a citizen body could save millions and overall serve the parks well.

Expanding Fiscal Horizons

The federal government is often behind the times in setting trends. Because of the size of the bureaucracy and resulting institutional inertia, federal agencies often react to

rather than set trends. In the arena of exploring new sources of funding for the parks, the federal government has yet to take a leadership role. However, it can learn much from the experience of the state park systems.

As a result of the historic tax revolt trend which lead to cost-cutting moves by the state of California when Proposition 13 was passed a decade or so ago, the state was forced to look to additional revenue sources for park programs. Park "friends of" organizations were created; donation boxes were installed; gift catalogs were printed; the state park systems began soliciting funds directly from the public and private foundations. Fees were increased or imposed to help pay for programs.

Today, fees are charged in most national park units and a complex formula is used to distribute funds to the parks. Yet, in several other revenue generating programs, monies raised in the parks never benefit the parks directly, but go instead to the coffers of the U.S. Treasury.

For example, concessioner franchise fees paid in 1988 totalled \$11.3 million. That amounts to less than 2.5 percent of the total gross receipts of \$469 million, and all that was turned over to the Treasury. Concession reformers, including Interior Secretary Lujan, hope to see legislation enacted raising the franchise fee to 22.5 percent. Using 1988 figures, franchise fees alone could generate upward to \$105.5 million for the parks.

Certainly, the National Park Service can never be expected to achieve "profit center" status as proposed by some conservative think-tank, free market environmentalists, but user, franchise and special use fees, provided they are directly channeled into NPS operational needs, could help address the budgetary short falls.

While NPCA hopes that in the future the Service will be able to make better use of existing revenue funds, there is a need to look toward new sources for funding park operations. Former Director George Hartzog in a recent speech to NPS superintendents suggested a new "user fee" for the use of our "air space," notably on "radio, television, airlines and polluters." Hartzog projects that by imposing a modest user fee on the industries using our national estate, as well as by initiating a new realistic user fee payed by cattle and sheep ranchers who graze on federal lands, many, many millions could be raised for parks.

In a similar vein, the Washington DC-based Worldwatch Institute suggests in its annual "State of the World" report that a "green tax" should be imposed on carbon emissions and other products or activities that pollute air and water. Since Americans are already accustomed to "sin taxes" on such products as whisky and cigarettes, this proposal shares a philosophy similar to that behind the Land and Water Conservation Fund — when you take something away

from the national estate (oil and natural gas), you give something back (park land preservation) in exchange.

Others have advanced additional innovative ideas for generating revenue. Such as charging a bed and meal tax at all concessions, lodging and restaurant facilities. Few advocate higher mandated federal taxes, but a voluntary environmental check-off on income tax forms has worked in several states and could work on the federal income tax form. So could the idea of establishing a national real estate transfer tax, with monies being split among federal, state and local governmental authorities.

The notion of establishing an international tourism tax, levied on airline and boat tickets, is also worth discussing, as it could be used to bolster the resources for the protection and enhancement of our public lands. Since so many foreign visitors come to the parks, earmarking a large percentage of this revenue for the NPS makes sense.

Since 1991 is the 75th anniversary of the National Park Service, now is the time to start thinking creatively in an effort to address the Service's budget blues. If we all put our heads together, maybe there is a way for us to collectively change our mindset from thinking about finding new ways to "do more with less" to finding ways to put the budget back in the black.

Membership 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 your membership is due to run out. The number and letters beside that (i.e. 1-ACT) 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 your number is about to come up . . .

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

Seasonal Employment Hiring Survey: Summer 1991

Barb Maynes, Olympic
Jeff Bohman, Port Angeles, WA

This summer's seasonal hiring survey met with one of the highest response rates in at least the past several years. A total of 177 parks responded this year; only 108 participated last summer. It seems that the survey is becoming more of an accepted and, in some cases, expected part of the yearly work cycle. Copies of the two most recent surveys have been sent to each of the contributing personnel offices, so parks have been able to use the information even if no one happens to have a copy of *Ranger* around. This may account for some of the increased response, but there's nothing like personal feedback!

Those of you who work in a participating park might think about extending a "thank you" to your personnel officer. And for anyone who notices a "hole" where their park would be, why not drop a friendly note to your personnel office and let them know how useful this information is. Anything that helps seasonal employees decide on where to best "spend" their two

applications and hook up with the right park helps not only the prospective employee but the entire system. Seeing the number of parks that responded "no" to the question "Did you receive enough applications this year?" will only reinforce this point.

Footnotes for Hiring Survey

- ¹ All are local hires
- ² Two local hires included
- ³ Biotechs from regional biotech register
- ⁴ Biotechs and generalists from certs and hiring authority
- ⁵ Generalist is resource management assistant
- ⁶ Four generalists are forestry technicians
- ⁷ One generalist from temporary cert
- ⁸ Includes one GS-3 coop interpreter
- ⁹ All rehires; certs arrived late
- ¹⁰ Also nine maintenance and three clerk seasonals
- ¹¹ Need more LE applicants
- ¹² Need LE applicants; one generalist from cert
- ¹³ Need LE applicants
- ¹⁴ Biotech is RM tech
- ¹⁵ Biotechs from cert; need LE applicants
- ¹⁶ Need LE applicants
- ¹⁷ Hires from local cert
- ¹⁸ Need LE applicants
- ¹⁹ Hires from local cert

- ²⁰ Need LE applicants
- ²¹ Interps from cert
- ²² Generalists from certs
- ²³ All hires from certs
- ²⁴ Need LE applicants
- ²⁵ Need LE applicants
- ²⁶ All but LE applicants from recruiting bulleting
- ²⁷ Generalist is a temporary museum tech
- ²⁸ Need LE applicants
- ²⁹ Biotechs through local certs
- ³⁰ Biotechs are forestry aids from cert
- ³¹ Combined with Teddy Roosevelt
- ³² Three interps, two LE from cert
- ³³ Two returning biotechs from cert
- ³⁴ Plus six ENPMA contract employees
- ³⁵ Jobs all from local certs
- ³⁶ Winter season only
- ³⁷ Need LE applicants
- ³⁸ Four interps are NTE one year
- ³⁹ Hires from local register
- ⁴⁰ Interp via local cert
- ⁴¹ LE and biotechs from certs
- ⁴² Hired from cert
- ⁴³ Need LE applicants
- ⁴⁴ Used special New Mexico register
- ⁴⁵ Generalists from seasonal cert
- ⁴⁶ Used special New Mexico register
- ⁴⁷ All hires from cert
- ⁴⁸ No seasonal positions
- ⁴⁹ All hires through Gila NF
- ⁵⁰ Insufficient LE applicants
- ⁵¹ Biotechs and four lifeguards were local hires
- ⁵² Hires from special New Mexico cert
- ⁵³ All hires from certs; need LE applicants
- ⁵⁴ Insufficient LE applicants
- ⁵⁵ One generalist, one LE, two biotechs from cert
- ⁵⁶ LE from local cert; need LE applicants
- ⁵⁷ Biotechs include three fire techs
- ⁵⁸ Biotechs include fire techs
- ⁵⁹ Biotechs are forestry techs
- ⁶⁰ No seasonal positions
- ⁶¹ LE from cert
- ⁶² Bio and forestry techs via certs; need LE applicants
- ⁶³ Need LE applicants
- ⁶⁴ Four from certs

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RANGER: THE JOURNAL OF THE ASSOCIATION OF NATIONAL PARK RANGERS

	Interpretive		Law Enforcement		General		Biotechnician		Enough Applicants?	Total Seasonals Last Year
	New	Total	New	Total	New	Total	New	Total		
ALASKA										
Berling Land Bridge ¹	0	0	0	0	2	2	1	1	Y	7
Denali	7	19	4	12	17	33	2	13	Y	67
Gates of the Arctic	0	0	0	0	4	5	1	1	Y	5
Glacier Bay ²	5	15	5	7	1	2	3	5	N	28
Katmai	6	10	7	7	2	4	1	2	N	23
Kanai Fjords ³	3	6	1	1	0	0	3	3	Y	8
Klondike Goldrush (Skagway Unit)	5	6	1	1	1	2	0	0	Y	7
NW Alaska Areas	2	2	3	3	3	4	0	0	Y	8
Sitka	6	9	0	1	0	0	1	2	Y	7
Wrangell-St. Elias	2	3	3	4	2	2	2	3	N	11
Yukon-Charley Rivers	2	2	1	1	1	2	2	3	N	9
MID-ATLANTIC										
Antietam	3	3	1	1	1	1	0	0	Y	5
Appalachian Trail	0	0	0	0	0	0	0	0	Y	NA
Appomattox Courthouse	0	1	0	0	1	3	0	0	Y	5
Assateague Island	0	9	3	6	4	7	4	4	N	25
Booker T. Washington	1	2	0	0	0	0	0	0	Y	3
Colonial	1	4	0	2	0	1	0	0	Y	NA
Ft. Necessity/Friendship Hill	5	7	1	1	0	0	0	0	Y	10
George Washington Birthplace	1	4	0	0	0	0	0	0	Y	NA
Gettysburg/Eisenhower	2	7	2	3	3	4	0	0	Y	13
New River Gorge/Gauley/Bluestone ⁴	5	10	9	13	2	3	3	4	N	23
Petersburg	9	23	0	0	0	2	0	0	Y	NA
Richmond/Maggie Walker ⁵	3	7	0	0	0	1	0	0	Y	7
Shenandoah ⁶	13	20	3	8	9	16	0	7	Y	67
Upper Delaware	8	14	0	6	1	2	0	0	N	20
Valley Forge	3	9	0	0	2	2	0	0	Y	11
MIDWEST										
Agate Fossil Beds	0	0	0	0	1	2	0	0	N	1
Apostle Islands ⁸	3	9	5	6	0	0	1	1	N	15
Effigy Mounds ⁹	0	3	0	1	0	3	0	0	N	7
Fort Learned	2	5	0	0	0	0	0	0	N	4
Fort Scott	2	6	0	0	1	1	0	0	Y	4
George Washington Carver	2	2	0	0	0	1	0	0	Y	2
Harry S. Truman	4	8	0	0	0	0	0	0	N	6
Herbert Hoover	0	5	0	0	0	0	0	0	Y	5
Homestead	1	2	0	0	0	1	0	0	N	3
Indiana Dunes ¹⁰	15	28	3	12	5	11	3	7	Y	NA
Isle Royale	6	6	2	5	1	3	0	0	Y	13
Jefferson National Expansion	5	8	0	0	0	0	0	0	Y	8
Lincoln Boyhood Home	1	7	0	0	0	0	0	0	Y	7
Lincoln Home ¹¹	17	17	0	0	0	0	0	0	N	11
Mound City Group	1	3	0	0	0	0	0	0	Y	3
Ozark ¹²	2	7	5	12	2	2	0	0	N	23
Perry's Victory	5	7	1	1	0	0	0	0	Y	9
Pictured Rocks ¹³	5	6	2	2	0	0	1	1	N	8
Pipestone ¹⁴	0	0	0	0	3	5	0	1	N	4
Saint Croix ¹⁵	4	6	5	5	0	0	1	2	N	NA
Sleeping Bear Dunes ¹⁶	3	5	3	5	2	3	1	2	N	17
Voyageurs	2	3	2	2	0	0	2	3	Y	6
William Howard Taft ¹⁷	2	2	0	0	0	0	0	0	N	2
NORTH ATLANTIC										
Adams	4	9	0	0	0	0	0	0	Y	9
Boston	8	11	4	5	0	0	0	0	Y	44
Cape Cod ¹⁸	4	13	8	22	18	22	3	5	N	56
Fort Stanwix	7	10	0	0	0	0	0	0	N	NA
John F. Kennedy ¹⁹	2	3	0	0	0	0	0	0	Y	NA
Martin Van Buren	0	5	0	0	0	0	0	0	Y	6
Minute Man ²⁰	5	12	1	1	0	0	0	0	N	NA
Morristown	2	2	1	1	0	0	0	0	Y	NA
Olmstead, Longfellow, Kennedy	3	3	0	0	0	0	0	0	Y	11
Roger Williams ²¹	0	1	0	0	1	1	0	0	Y	NA

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Saint-Gaudens	0	0	0	0	3	6	0	0	N	3
Saratoga	3	7	0	0	2	3	0	0	Y	NA
Saugus Iron Works	3	5	0	0	1	1	0	0	Y	3
Springfield Armory	1	1	0	0	0	0	0	0	Y	NA
Statue of Liberty	10	14	3	5	1	3	0	0	Y	NA
Women's Rights	1	4	0	0	0	0	0	0	Y	6
NATIONAL CAPITAL										
Clara Barton	2	2	0	0	0	0	0	0	N	NA
Prince William	0	2	0	0	0	2	0	0	Y	5
Wolf Trap	2	2	0	0	40	77	0	0	N	NA
PACIFIC NORTHWEST										
Crater Lake	8	15	4	6	9	14	0	1	N	30
Craters of the Moon	2	3	1	2	0	3	0	0	N	6
Fort Clatsop	5	10	0	0	1	1	0	0	N	8
Fort Vancouver	2	5	0	0	2	2	0	0	Y	5
John Day Fossil Beds ²²	2	2	0	0	0	2	0	0	N	4
Klondike Gold Rush (Seattle Unit) ²³	1	1	0	0	2	2	0	0	N	2
Mount Rainier ²⁴	11	22	10	19	16	36	12	15	N	87
North Cascades	13	21	5	11	5	22	3	3	N	51
Olympic ²⁵	12	25	15	23	14	35	9	11	Y	NA
Oregon Caves	2	2	0	0	0	0	0	1	N	3
San Juan Island	3	4	0	0	0	0	0	0	Y	1
Whitman Mission	2	3	0	0	0	0	0	0	Y	2
ROCKY MOUNTAIN										
Badlands	3	8	2	3	4	10	0	0	Y	22
Bent's Old Fort	5	7	0	0	0	0	0	0	N	6
Bryce Canyon ²⁶	3	7	4	6	4	5	2	3	Y	20
Capitol Reef	2	4	0	2	2	5	1	2	Y	6
Colorado ²⁷	3	4	1	1	1	1	0	0	Y	14
Devils Tower	1	4	1	3	0	3	3	3	Y	13
Florissant Fossil Beds	0	2	0	0	1	2	1	1	Y	8
Fort Laramie	4	8	1	1	0	1	0	0	Y	10
Fort Union Trading Post	4	5	0	0	0	0	0	0	N	1
Fossil Butte	2	2	0	0	0	0	0	0	N	3
Glacier ²⁸	15	34	9	30	21	53	10	16	N	117
Glen Canyon	10	13	13	17	9	11	1	3	N	41
Golden Spike	1	3	0	0	0	0	0	0	Y	4
Grand Teton ²⁹	3	15	7	17	20	62	—	—	Y	100
Grant-Kohrs Ranch/Big Hole	3	8	0	0	0	0	0	0	Y	6
Great Sand Dunes	0	2	2	3	3	3	0	0	Y	9
Jewel Cave ³⁰	7	18	0	1	0	1	4	4	N	22
Knife River Indian Villages ³¹	2	2	0	0	0	0	0	0	N	0
Mount Rushmore ³²	6	10	1	3	8	14	0	0	N	18
Rocky Mountain ³³	18	49	15	37	28	69	4	6	Y	144
Theodore Roosevelt	4	8	2	3	5	10	0	0	N	21
Timpanogos Cave	4	15	1	1	2	2	0	2	Y	20
SOUTHEAST										
Abraham Lincoln Birthplace	1	2	0	0	0	0	0	0	N	2
Andrew Johnson	1	1	0	0	0	0	0	0	Y	0
Big South Fork	1	2	6	7	0	0	0	0	N	NA
Cape Hatteras	10	17	3	9	6	20	0	0	Y	48
Cape Lookout	1	2	4	4	1	1	0	0	N	4
Carl Sandburg Home	1	4	0	0	0	2	0	0	Y	6
Chickamauga & Chattanooga ³⁴	1	5	0	0	0	0	0	0	Y	4
Congaree Swamp	0	0	0	0	0	0	0	0	—	0
Cowpens ³⁵	0	1	0	0	0	0	0	0	—	4
Cumberland Gap	1	5	1	2	2	3	0	0	Y	11
Cumberland Island	0	1	1	1	0	0	0	0	N	4
De Soto ³⁶	0	0	0	0	0	0	0	0	Y	NA
EVER/BISC/BICY/FOJE	3	6	0	1	4	4	—	—	N	5
Fort Caroline/Timucuan	0	1	0	0	0	0	0	0	N	4
Fort Donelson	2	5	0	0	0	0	0	0	Y	4

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Fort Frederica	3	4	0	0	0	0	0	0	Y	NA
Fort Sumter	4	6	0	0	0	0	0	0	N	3
Guilford Courthouse	0	1	0	0	0	0	0	0	Y	NA
Gulf Islands (Both Units) ³⁷	5	8	3	4	2	4	2	4	N	14
Kennesaw Mountain	0	0	0	0	0	0	0	0	—	2
Kings Mountain	1	2	0	0	0	0	0	0	Y	2
Mammoth Cave	15	67	2	5	0	7	0	1	Y	66
Martin Luther King ³⁸	5	5	0	0	0	0	0	0	Y	NA
Moore's Creek	0	1	0	0	0	0	0	0	Y	1
Ninety Six ³⁹	1	2	0	0	0	0	0	0	Y	NA
Obed ⁴⁰	1	1	1	1	0	0	0	0	N	3
Ocmulgee	0	0	0	0	0	0	0	0	Y	2
Russell Cave	0	0	0	0	0	0	0	0	—	0
San Juan	0	0	0	0	0	0	0	0	Y	NA
Shiloh	2	6	0	0	0	0	0	0	Y	7
Stones River	1	3	0	0	0	0	0	0	Y	1
Vicksburg	2	4	0	0	1	4	0	0	Y	11
Virgin Islands ⁴¹	2	2	3	3	0	0	2	2	Y	8
SOUTHWEST										
Amistad	1	1	0	1	0	0	0	0	N	3
Arkansas Post ⁴²	0	0	0	0	1	1	0	0	Y	0
Bandelier	3	5	0	2	3	3	0	0	Y	9
Buffalo ⁴³	2	8	3	5	1	1	0	0	N	15
Chaco Culture ⁴⁴	1	3	1	1	0	1	0	0	Y	5
Chickasaw ⁴⁵	0	3	0	0	1	2	0	0	Y	11
El Malpais	0	0	1	1	1	2	0	0	Y	NA
El Morro ⁴⁶	0	0	0	0	1	2	0	0	N	2
Fort Davis ⁴⁷	0	3	0	0	0	0	0	0	N	3
Fort Smith ⁴⁸	0	0	0	0	0	0	0	0	—	0
Fort Union/Santa Fe Trail	2	2	0	0	0	0	0	0	Y	2
Gila Cliff Dwellings ⁴⁹	2	4	0	0	0	0	0	0	Y	5
Hot Springs	4	6	0	0	1	1	0	0	N	1
Hubbell Trading Post	1	1	0	0	0	0	0	0	Y	2
Jean Lafitte	8	11	0	0	0	0	0	2	Y	5
Lake Meredith/Alibates Quarry ⁵⁰	0	1	2	4	2	3	0	0	N	10
Lyndon B. Johnson	2	6	0	0	0	0	0	0	Y	7
Padre Island ⁵¹	2	3	0	1	2	2	4	4	N	7
Pecos ⁵²	1	2	0	0	0	0	0	0	Y	1
San Antonio Missions	5	5	0	0	0	0	0	0	N	NA
Zion	6	11	2	3	14	33	1	1	N	NA
WESTERN										
Cabrillo ⁵³	3	3	2	3	0	0	0	0	N	10
Channel Islands ⁵⁴	6	6	3	4	0	0	3	3	N	13
Chiricahua ⁵⁵	1	2	0	1	2	4	2	2	N	10
Coronado ⁵⁶	1	1	2	2	0	0	0	0	N	2
Fort Bowie	0	0	0	0	1	1	0	0	Y	1
Fort Point	0	2	0	0	0	0	0	0	Y	NA
Golden Gate ⁵⁷	7	11	4	4	3	3	9	10	N	23
Grand Canyon ⁵⁸	17	39	7	17	9	19	6	16	N	128
Great Basin ⁵⁹	7	13	1	2	0	0	3	3	Y	19
John Muir ⁶⁰	0	0	0	0	0	0	0	0	—	0
Kaloko-Honokohau ⁶¹	0	0	1	1	0	0	0	0	Y	1
Lake Mead	5	7	5	10	2	4	1	1	N	17
Lassen Volcanic ⁶²	0	10	1	5	5	15	3	7	N	39
Montezuma Castle/Tuzigoot	3	7	0	0	0	0	0	0	N	8
Muir Woods ⁶³	1	1	1	1	0	0	0	0	N	2
Petrified Forest	2	7	0	1	5	8	0	1	N	15
Point Reyes	5	6	0	1	0	0	0	0	Y	7
Tonto	0	0	0	0	0	3	0	0	Y	3
Tumacacori	0	1	0	0	0	0	0	0	Y	2
USS Arizona ⁶⁴	4	10	0	0	0	0	0	0	N	6
Whiskeytown-Shasta-Trinity	1	3	2	4	0	4	2	2	N	10

Rumor Management

Bill Halainen
Ranger Activities, WASO

As everybody knows, the grapevine supercedes all other forms of communication in the National Park Service in popularity and frequency of use. It's user-friendly, works at incredible speed, and adds a little excitement (or at least entertainment — even bad news can be interesting) to our lives. The only problem with the grapevine is that there is no way of telling whether the latest rumor is accurate or the wild figment of somebody's imagination. This is particularly evident in Washington, which is a great place for observing the workings of the rumor mill.

Because we are centrally located and talk to people throughout the system, we get to see how many wonderfully varied and imaginative rumors a particular event (particularly impending personnel changes) can spawn and how quickly they ricochet from park to park. Because we are thought to know all that goes on in the NPS, we are often approached by field folks in the same fashion as the oracle at Delphi, which Greeks turned to for divinations of the future. Like the oracle, we apply our uncommon insight to come up with answers that seem wise and informed but are just as frequently wrong.

Some years ago, Director Mott attempted to rein in the grapevine by putting out a memo instructing us to cease and desist from this sometimes counter-productive practice. While his intentions were good, he might as well have tried to stop the tide from coming in. No matter how much good information is put out on a particular matter, the grapevine will (usually) get it wrong and (invariably) spread it faster than the speed of light.

Well, if you can't stop a practice, maybe you can at least put some sideboards on it — in this case, a ranking system which would give rumor recipients some idea of how much credence to put on the latest gossip. The adjacent Rumor Management Rating Scale (RMRS) offers a system for doing just that.

In order to rank a rumor, just assign and add points from the four listed criteria. The maximum number of points a rumor can attain is 50, which equates to a 5.0 on the RMRS. In order to give the system some subtlety, numeric scores can then be converted to decimal ratings, much as river rapids and mountain slopes are ranked. Rumors can then be given scores like 1.3 or 3.7, thereby giving listeners a good idea of how much credence to place on a given rumor.

Give it a test spin, then let me know if the system needs refinement!

Rumor Management Ranking Scale (RMRS)

Rumor Classes

Class	Veracity Factor	Points
Class 5	Virtually certain to be true	41-50
Class 4	Better than even chance it's true	31-40
Class 3	Less than even chance it's true	21-30
Class 2	Unfounded assumption	11-20
Class 1	Horse hockey	1-10

Rating Criteria

1. Source of Information

This criteria concerns the quality of the source of information and ranges from the factual to the deliberately misleading.

- Directly witnessed	14
- Signed, dated document confirming essential facts	12
- Verbal confirmation by principal(s)	10
- Source is in immediate work/social circle of principal	8
- Source knows someone in principal's office	6
- Source has some indirect contacts with principal's office	4
- Source has no associations with principal	2
- Source is unknown	0
- Source is known to be antagonistic to principal	-4

2. Intermediaries

Even good information can be misreported, particularly if there are a number of intermediaries.

- None	14
- One	8
- Two	4
- Three	2
- Indefinite	0

3. Caliber of Informant

The integrity of the source is critical and again ranges from the factual to the misleading.

- Signed and dated document	14
- High integrity; generally considered unimpeachable	10
- Dependable and knowledgeable	8
- Regular guy	6
- Known to be somewhat careless with facts	4
- Unknown quantity	0
- Chronic purveyor of rumors	-2

4. Gut Feeling

Even a mathematical rumor rating system has to leave some latitude for intuitive feelings.

- Strong hunch that information is correct	8
- Signs indicate equal possibility info is right or wrong	6
- Bad vibes	0

The Professional Ranger

Visitor and Resource Protection

• The use of force in making arrests has come under a lot of scrutiny in recent months. Rangers coming through the 9PT program will be exposed to an updated "use of force" model developed and taught by the Federal Law Enforcement Training Center (FLETC).

The main component of the training model consists of a combination of instruction and experience. These two areas are combined so that the graduate can make a positive decision regarding what level of force should be used in a particular situation. The model follows a progressive application-of-force philosophy which includes both logical and legal parameters.

Most of the ranger's response is based on the action of the subject. These actions escalate from cooperative actions to lethal threats. The ranger will be taught to react with only the degree of force needed to neutralize the subject's action. The model is color coded to assist in enhancing the learning and retention of its concepts. Training to acquire the concepts of the model will occur at each level.

All training divisions at FLETC will use the model to explain what should and should not be done, in the judgement of the student, if confronted with a situation where the application of some level of force would be necessary.

• It is important that supervisors and managers be made aware of the importance of having intermediate defensive weapons available to the ranger to fill the gap between "Hey, you!" and "Bang!"

Batons and chemical agents are still not routinely carried in many areas, despite NPS-9 approval of the extendable baton which give rangers a low profile and an omnipresent tool to meet the need to have a non-lethal force option available. A chemical alternative is also on the horizon with the advent of the pepper-based aerosol, Oleoresin capsicum. This highly effective product, sold under the trade names Capstun II and OC-10, has no shelf life but is similar in application to tearing agents such as Mace. Tests on "volunteers" at FLETC indicate it is every bit as effective as advertised and immediately causes a person on the receiving end to lose interest in everything but breathing slowly for up to an hour after application. Pacific Northwest Region has received approval to run a pilot program with an evaluation report due at year's end.

• Reflect for a moment on a training-related phenomenon which we all should be aware of. A graduate of a municipal or state police academy is termed a "rookie" and given intensive on-the-job training before being assigned to full patrol and enforce-

ment responsibilities. Yet the Service takes the same "rookie" graduate of a seasonal college or FLETC and nearly always puts him or her right to work with little if any additional orientation or training. A recent field survey has turned up only a few examples of comprehensive training programs for new rangers. These include formal curricular with a designated field training officer (FTO) to oversee the instruction and extensive checklists of law enforcement topics and issues which the employee and supervisor/trainer sign off on when completed. A small NPS working group is now looking at recommending some standardized topics which should be included in any field-based training program for new law enforcement rangers. For additional information on the FTO concept or to share your own success story, contact the NPS Law Enforcement Employee Development Center in Glynco, Georgia, 912/267-2246.

Bill Supernauth
NPS/FLETC

Emergency Services

• All-risk emergency management is becoming an important tool for effective management in the NPS. A number of regions are developing Type II all-risk overhead teams to respond to major events in their regions or to support other regions. Mid-Atlantic Region is an excellent example of this — it has a team what has already mobilized for a number of incidents and has managed them very efficiently. If you're interested in what your region is doing, you might contact Ranger Activities and see what their plans are.

• The NPS has also formed a Type I all-risk team at the national level to respond to the few very complex incidents that occur throughout the year. The team will cut its teeth on its first assignment at the 50th anniversary of Pearl Harbor this December. Contact Rick Gale in BIFC (208/334-9541) if you want more information on this operation.

• The NPS did dispatch an all-risk overhead team to Mt. Rushmore for the 50th anniversary of the park and the Presidential visit. It was a complex operation with over 45 agencies involved. The objectives of the superintendent were met and the event went very smoothly thanks to everyone's cooperation. For more information, contact Bill Pierce at 307/467-5370.

• Wilderness First Responder & EMT courses will be offered this fall and winter in a number of locations throughout the U.S. Contact Wilderness Medical Association for a complete schedule at 207/665-2707.

• The North American Technical Rescue Symposium will be held in Albuquerque on November 7-10 this fall. Contact NASAR for more information at 703/352-1349.

• The National Coordinating Council of

Emergency Management will be meeting this fall in Kansas City on November 10-12. They are currently developing emergency management and certification standards and it should be an interesting meeting. Contact NCCEM for more information at 703/533-7672.

Bill Pierce
Devil's Tower

Resource Management

• The long-awaited report of the National Academy of Sciences Committee on Science in the National Parks was due out in May 1991, but was still not out as of this writing (August). I'll tell you about it in this column when and if it ever comes out. According to Associate Director for Natural Resources Gene Hester, we may not see it until after the first of the year.

• I spoke with Dr. Hester in August, and he brought up a concern I mentioned in the spring issue of *Ranger*: Continuing education for journeyman resource managers. While he stressed that the following ideas have not been developed fully, he foresees two possibilities and welcomes comment on them. One would be establishing a multiple-module intensive training session; resource managers could apply to just the modules they felt they needed to bring them up to speed in particular resource management disciplines. The sessions would be scheduled during the six-month break between the 18-month trainee classes. The other suggestion he is exploring is a session on *manage-*



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

Executive Travel of Fort Myers, Florida, has worked out an arrangement with ANPR whereby it will arrange the travel of Association members (and anyone else who supports the organization) and then return 20 percent of the commission it receives to the Association.

Reservations may be made by calling 939-5567 locally in Florida or by calling 1-800-741-1838 in the rest of the United States. Once you've reached them, simply arrange your travel as you would with any other travel agency and *specify the account as "ANPR"*.

ment for resource specialists, designed to better prepare and develop experienced resource professionals to be program managers, division chiefs, and ultimately senior NPS managers.

- The NPS Global Climate Change (GCC) research program funding levels for FY91 came in much lower than expected and previously reported in this column. Only 14 programs in six areas were funded, surprising and disappointing many who had labored hard on proposals and had been led to believe that they were on the "right track." Some have wondered if the process for funding was skewed in favor of the old science guard and wasn't as open as promised. There is a lot of uncertainty over what will happen in FY92, but WASO assures the field that more areas will be added and more projects will be funded. Most of the biogeographic areas (BGAs) in the NPS have hired full-time scientist-coordinators, which should facilitate the more rapid development and implementation of the GCC program.

- The WASO Geographic Information Systems (GIS) Division has been directed to change its orientation after a meeting of the chief scientists in late spring. Rather than significantly beefing up the central technical support facility in Denver, as earlier an-

nounced, they will be shifting more to a policy and advisory role. GIS technical support will shift to regional programs, bringing them closer to the end users in the parks. The problem, though, is that most of the regions are not able to absorb this workload right away, and funding for positions and GIS equipment in regional offices is very uncertain. You can expect different regions to move at very different paces. Alaska and Southeast appear to be the leaders in this field. If hoped-for funding for regional coordinators and programs comes through, this shift should be beneficial in the long run.

- Funding for the "Targeted Parks" initiative for FY92 looks likely, but at a smaller level than hoped for. Instead of \$10 million for ten parks, both the administration budget and the Congressional markup have reduced the funding to \$5 million. The objective of this program is to fully fund a small number of keystone natural resource parks to do science and natural resource management the way it is supposed to be done. These parks would serve as examples for the rest of the Service and would no longer be "drains" on other regional and Servicewide natural resource funding sources (e.g. NRPP). Even non-targeted parks would therefore benefit. A workshop

was held in Denver in August to determine the way the program would be implemented, but no decision was made at that time as to whether the reduced funding would result in fewer parks being "targeted" or less money for each one. If the latter is the case, the problem is that the parks might still have need for additional resource-related dollars, defeating at least one of the purposes of the program. The ten parks, in order of proposed funding from most to least, are Everglades (\$1.6 million), Yellowstone (\$1.45 million), Sequoia (\$1.4 million), Grand Canyon (\$1.2 million), Olympic (\$1.1 million), Yosemite (\$850 thousand), Death Valley (\$800 thousand), Cape Cod (\$750 thousand), Big Bend (\$450 thousand), and Isle Royale (\$400 thousand).

Bob Krumenaker
SWRO

EARTH

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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.

Eastern Vice President

Vice President Hal Grovert, Delaware Water Gap. Address: RD 6, Box 6136, East Stroudsburg, PA 18301. Phone: (717) 588-2345 (work) and (717) 424-7085 (home).

One of the ongoing ANPR topics of discussion has been insuring that the membership is involved in their Association. I have counseled new regional representatives not to expect to hear a thing from the members in the parks they represent. I have told them not to get frustrated when they are never contacted on any issues or if they never receive any feedback on requests for information from members. This hasn't changed in all the years that I have been with the Association.

Everybody who has been on the Board is someone who has wanted to help, who has wanted to make a difference for parks and for the profession. All of us lead busy lives with our jobs, our families, and our communities. We often hear the phrase, "If you want to get something done, give it to a busy person." I believe busy people are achievers, and can be relied upon to accomplish tasks.

I know of no better way to make a negative impression on a wide variety of ANPR folks than to volunteer to take on a task for the Association and then fail to carry it out.

Business Manager

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

ANPR's traditional fall events provide a significant percentage of its annual revenue. Although many members renew at this time, the Rendezvous, super raffle, and regular raffle also augment this figure. Because of ANPR's tax-exempt status, we are required to provide information on deductibility of payments made in support of ANPR activities. To be deductible as a charitable contribution the payment must be a gift. However, you may be able to deduct other payments to ANPR in the following areas.

Dues are not deductible as a charitable expense, but may be deductible as a business expense.

Raffle ticket purchases are deductible as gambling losses to the extent of winnings. That is, if you lose, you can deduct your total payment as a gambling loss (not a charitable contribution). If you win, you can only deduct the difference between the amount you paid and the value of the prize.

Ranger Museum and voluntary contributions are completely deductible as charitable contributions.

Rendezvous expenses may be deductible if there is no significant recreation associated with your trip. Once you combine a few vacation days with your attendance, business considerations become secondary. Because these expenses may be recorded on different lines of your 1040 form, you will need to check with the IRS for more specific details.

I am confident that ANPR members will continue to demonstrate their generosity in these areas as they have in years past. This information is provided only to assist in accurate tax reporting. If it produces more questions than answers, please contact your local IRS office.

North Atlantic Regional Rep

Representative Jim McKay, Saint-Gaudens. Address: 8A Kinary Street, Windsor, VT 05089. Phone: (802) 674-2026 (home) and (603) 675-2175 (work).

Many thanks are due NAR members who have assisted me and the ANPR during the summer. Specifically, thanks go to Jim Grover and Pattie McAlpine at ACAD, Ed Koenig at GATE and Bill Merrill at LOWE for their interest in being park reps. I hope that each will decide the job is for them. It is fortuitous that people of their quality are interested in helping other regional members; this is especially so with the Rendezvous fast upon us. A key duty for park reps is gathering opinions from their constituents and relating them to me to report at the Rendezvous.

Also of great help have been those individuals who gathered the necessary housing statistics I needed so that the housing committee could put together accurate projections for lawmakers who are interested in ANPR's housing proposal. I want to single out Marilyn Sutton at MASI, Ed Koenig at GATE, Tom Bradley at STLI and John Pilzecker at BOST for researching their respective housing situations.

Thanks also to those who will be using and reviewing the "system for evaluating supervisors" developed for the Association by the seasonal interests committee. Eight individuals, representing a cross section of NAR parks, have used the evaluation, modeled after the seasonal performance appraisal, and will be forwarding their reviews to seasonal interests chair Bill Dwyer and me. Specifically the reviewers have been asked to pay attention to the administration and mechanics of such an evaluation system

and to determine whether it is worthwhile for the committee to pursue. With supervisory performance a top concern of NAR members, the timeliness of this review could not have been better. Look forward to a report in this journal.

Two articles on park rangers recently appeared in *Earth Works*, a publication of the Student Conservation Association. If you have not read them or can't get copies, give me a call.

With the Rendezvous approaching, I wanted to let you all know what is foremost in my mind:

1. I will propose and discuss with the NAR members who are present the nature, content and usefulness of a directory of NAR/ANPR members.

2. I will advocate continued ANPR support and development of the "system for evaluating supervisors." I found the "system" to be an effective and useful tool for both seasonal employees and myself.

3. I will explore with the board the value of working to change OPM regulations so that seasonal employees with the equivalent of three years' service can apply and be considered for career conditional positions through the Merit Promotion System. Such a rule change has several benefits: it rewards long term seasonals for their faithful service at no cost to the government; it opens up a large pool of eminently qualified job candidates; and it is an enticement to continue as a seasonal, despite low pay, poor housing, etc.

4. I will introduce a resolution, based on Director Ridenour's October/November 1991 *Courier* article, "Thinning The Blood," that the ANPR strongly endorses the addition of only truly *nationally* significant areas to the national park system, particularly with respect to historic areas. The resolution will also call for the reinstatement of the NPS system of review and screening of proposed units that existed in the past. I was heartened to see the Director's article about this issue appear and am certain that many ANPR members share the Director's fear that if the haphazard and politically and economically motivated expansion of the National Park System continues as it has for the past 20 years "... we may suffer the possibility of sliding into mediocrity..."

I look forward to meeting with many of you at Myrtle Beach, but please, if you are not able to make it to the Rendezvous, take the time to drop me a line or give me a call so that I can present NAR views in a thoughtful and informed manner.

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).

Summer is the time of year in which I am usually trying to swim my way out of a

sea of park paper with the hope of accomplishing some ANPR business. As much as I hate to admit it, I do not swim as well with two little ones around the house as I did with only one. However, I have circulated copies of the seasonal supervisor appraisal form and am waiting for a response as to how effective both the seasonals and their supervisors felt the form was.

I have also been reviewing some draft guidelines for regional rendezvous that Debbie Gorman has put together. These have been needed for some time and I am glad that she has gotten something started. If any of you have an interest in reviewing these, I think Debbie is going to present the package at Myrtle Beach. Speaking of regional rendezvous, I am still looking for a volunteer to serve as program coordinator for a MAR rendezvous in Ocean City, Maryland, in March or April of 1992. If you have any suggestions on programming, please bring them to Myrtle Beach or send them to me before November 1st.

I have recently received word that "regional reviews" of rental rates for several areas of the U.S. have taken place, with some significant rent increases for government quarters expected. In at least one park in the Mid-Atlantic region rents on new

quarters (those considered in excellent condition) are expected to rise from approximately \$390 per month to almost \$900 per month. In this same area a person who could afford a \$900 a month mortgage could purchase a \$120,000 house (approximately \$115,000 mortgage). This \$120,000 house would have approximately 2,000 square feet while the government quarters has approximately 1,250. I know that Rick has been working on proposals to have some sort of housing allowance (similar to those for military personnel) considered for NPS personnel; this could not come at a more appropriate time.

The time is here to begin thinking about who you want to nominate for regional representative at Myrtle Beach. My two-year term has flown by and will be up at the end of 1991. I suggest that each of you give some serious thought to this, and, if you have someone in mind but cannot attend the rendezvous, give me a call. My advice is to nominate someone at the GS-7 or 9 level who has a lot of energy and interest in ANPR/NPS but who does not have a lot of commitments that may preclude him or her from spending a fair amount of time on ANPR business.

National Capital Regional Rep

Representative Will Morris, George Washington Memorial Parkway. Address: 8400 Thompson Road, Annandale, VA 22003. Phone: (703) 207-9746 (home) and (301) 492-6245 (work).

Summer is history, but Rendezvous XV is still ahead! Myrtle Beach is the place to be this fall — a chance to unwind a little and refocus your interest in and commitment to ANPR. I'll be at the Rendezvous and I'm looking forward to seeing as many of you there as possible. If you can't come, please let me know what's on your mind so that I can take your views to the regional caucus.

Southeast Regional Rep

Representative Ken Garvin, Chattahoochee. Address: 4494 Patrick Drive, Kennesaw, GA 30144. Phone: (404) 591-0379 and (404) 394-8335 (work).

During this quarter, I've attempted to contact at least one ANPR member from each Southeast Region park to pass on information or suggest ways to get involved in ANPR committees. It's important to keep the communication lines open as Rendezvous is approaching quickly and I'm looking

Association of National Park Rangers Operating Statement October 1, 1991 through June 30, 1991

Beginning Balance	\$125,328		
Receipts	\$ 68,027	Expenses	\$ 61,605
Management/General.....	\$39,462	Management/General.....	\$15,139
Interest.....	\$5,839	Bank Fee.....	\$54
Checking Account....	\$1,236	Mail Service.....	.220
Life Account.....	2,285	Postage.....	2,644
Life CD.....	.750	Telephone.....	261
Raffle Account.....	.860	Printing.....	1,930
Ranger Museum Fund...	525	Business Manager.....	7,200
Sales.....	146	Subscription/Books....	113
Editor's Imprest.....	18	Travel.....	1,456
Rendezvous Account....	19	Regional Reps.....	242
Membership Dues.....	\$23,667	Donations.....	450
Annual.....	\$18,937	Supplies.....	185
Life.....	4,730	Legal.....	353
Contributions.....	\$ 9,956	Miscellaneous.....	31
Donations.....	\$ 40	Program Service.....	\$40,901
Executive Travel.....	142	Ranger.....	\$20,189
Ranger Museum Fund..	9,774	Enhanced Annuity....	8,520
Program Service.....	\$18,198	Sales.....	4,980
Enhanced Annuity....	\$3,480	Conventions.....	7,212
Ranger Ads.....	2,653	Fundraising.....	\$5,565
Sales.....	4,473	Super Raffle '90.....	\$5,500
Conventions.....	7,592	Regular Raffle.....	65
Fundraising.....	\$10,367	Transfer of Ranger Museum	
Super Raffle '90.....	\$6,660	Funds to NPF.....	\$26,038
Regular Raffle.....	3,617	Ending Balance	\$105,712
Fines.....	90		

for names to place into nomination for a two-year term as the Southeast regional representative.

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).

By the time this issue of *Ranger* hits the streets we should be very near Rendezvous time. Those of you who cannot attend should contact me with issues to be discussed at the Board meeting and the regional caucus. At the caucus I especially want to know what members expect to see accomplished within the region in 1992 as well as what they expect from the regional rep. Those attending should be thinking about these issues and any others they want to discuss. For purposes of planning, I would like to know how many regional members will be at the Rendezvous. Let me know via letter or phone call.

All of you should have gotten the third issue of the *RMR News Flash* by now. I need your help with this also if I am to keep up between issues of *Ranger*. I expect to discuss this issue at the Rendezvous.

Membership as of August shows 180 ANPR members in the Rocky Mountain Region. We have 26 first-year members for 1991 and 11 expired memberships on record. A breakdown of these 26 new members shows Canyonlands with five, Dinosaur and the regional office with three. All others are scattered throughout the region. Many thanks to Tom Cox for his recruiting efforts at Canyonlands. Transfers between regions also account for changes in regional totals. We lost 5 or 6 regional members through transfers out of the region, but gained 8 or 10 from transfers in. The bottom line is we're slowly gaining membership within the region.

Southwest Regional Rep

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

The southwest regional representative position is open for election in 1992. All interested folks should feel free to contact me with questions concerning this unique and interesting position!

I'm also happy to report that the southwest regional ANPR roster has gained quite a few members in the last months. My thanks to all of you who are recruiting. I have a small supply of membership brochures on hand. Let me know if you would like some.

A temporary Alternative Sources Training Catalogue will be distributed at Rendezvous XV to provide a sense of what ANPR can do if more people decide to

work on the catalogue and the funding is available.

West Regional Rep

Representative Dan Mason, Sequoia. Address: Ash Mountain, Box 63, Three Rivers, CA 93271. Phone: (209) 565-3647 (home) and (209) 565-3341 ext. 711 (work).

For those of you who won't have the opportunity to attend Ranger Rendezvous XV, but still have thoughts that you would like to share with the Board, forward those ideas to me at your earliest convenience. It's also time to mention that Western Region will soon be looking for a new representative. If you're interested in the position or would like to nominate someone, share that name with the proper people.

Pacific Northwest Region

Representative: Barbara Maynes, Olympic. Address: 1620 W. 5th Street, Port Angeles, WA 98362. Phone: (206) 452-3736 (home) and (206) 452-452-4501 ext. 326 (work).

Can it be fall already? As much fun as summer is, it's still nice to be able to get down to some fall projects. One of my autumn goals is to renew the search for park reps. Several members have transferred out of our region, and there are now openings at Fort Clatsop and Mt. Rainier, to name just two. Any takers? Don't be surprised to hear from me if you haven't already!

Much of my ANPR time this summer has been spent on organizing the interpretive workshop for the Rendezvous. The workshop will focus on the interpretation of critical issues and will include a panel discussion with Bob Cahn, Mike Watson and several others who are experienced in interpreting controversial topics.

Speaking of the Rendezvous, you've all by now received (and returned?) the pre-Rendezvous questionnaire that I sent out. If you haven't sent it back, please do. I need your input in order to represent you! Looking forward to hearing from you and seeing you in Myrtle Beach!

Alaska Regional Rep

Representative Rick Mossman, Wrangell-St. Elias. Address: P.O. Box 137, Yakutat, AK 99689. Home telephone: 907/784-3282; work 907/784-3295.

Although the Alaska "Towards 1993" goals committees got a slow start, we hope to make a presentation at the Rendezvous. To help spur interest, I have sent out a questionnaire concerning the goals chosen at the last Rendezvous. A letter also went out recently to all Alaska members soliciting raffle items and a head count of those attending. The region hopes to have a good turnout. We also hope to have a few articles in *Ranger* next year to let members in the

Continued on page 30

Rendezvous Meeting Rules of Order

Have you ever attended one of the business meetings and been hesitant to speak up because you were unsure as to how the meeting was being conducted? The meetings generally follow parliamentary procedures. These procedures have been written up in past issues of *Ranger* but it's time to review them again:

1. A member must be recognized by the presiding officer in order to speak. This prevents general mass confusion and lends order. Once you are recognized, you can speak. When you are finished, you yield the floor.
2. In order to decide anything, a motion must be made. Any member may introduce a motion on the topic at hand. A motion is a proposal that the group takes certain action on. A motion must be seconded and merely shows that it should come before the assembly for discussion; a second doesn't necessarily indicate agreement with the motion. Only one motion may be considered at a time. Once before the group, the motion must be adopted or rejected by vote.
3. Secondary motions can be introduced for certain purposes. Some of the most common ones you may encounter are:
 - A "motion to modify or amend a motion" may be made. After it is seconded and discussed, it must be voted upon before further action is taken on the original motion.
 - A "motion to close or limit debate" may be made to either put a time limit on or end discussion. This is done by "calling the question."
 - The member who made the motion can "withdraw the motion" at any time before final action is taken on it.
4. At the close of discussion, a vote is taken. Within ANPR, voting on issues is done by the elected board of directors and not the general assembly. This is done to insure equal representation for *all* the membership through the board, not just the members who have attended the business meetings. Majority rules within the board.

You shouldn't feel intimidated by meetings, but you should also know the rules for getting a word in at the right time. Now make yourself heard!

Hal Grovert
Delaware Water Gap

Committee Reports

Dual Careers

Co-chair: Barb Stewart, Shenandoah. Addresses: P.O. Box 1700, Front Royal, VA 22630. Phone: (804) 823-4675 (summer) and (703) 999-2243 (winter). Co-chair: Rick Jones, El Malpais. Address: 604 Gunnison Avenue, Grants, NM 87020.

In response to questions concerning which parks support dual career couples, we're developing a data base of positive dual career contacts and actions organized by park area and year. We also hope to list at least one volunteer dual career contact per area.

This information will be available to anyone who calls or sends a self-addressed, stamped envelope. No reference will be made to individuals and only positive contacts will be recorded. The sources of the information will be completely confidential.

This will only work if ANPR members call or write and let us know about their parks dual career situation. We're looking for dual career contacts in every area! This should lead to networking and the eventual legitimization of dual career couples.

Some folks have suggested that a list of dual career couples (careers of any type, not just NPS) would be a good resource. Let us know if this is a usable idea.

Kudos to Great Basin National Park for informing us of three vacancies which would have provided good opportunities for some dual career couples. We didn't get out much publicity on those (our fault!), but if other areas are interested in the advantages that dual career couples offer, please contact us to try to tap into the park representative network via your regional rep. Because of the lag time, *Ranger* is not the best place to recruit for specific vacancies. Conversely, you couples out there keep in touch with your park and regional reps, as they are the people we will contact if we hear of good opportunities.

75th Anniversary

Chair: Roberta D'Amico, MARO. Address: 143 S. Third Street, Philadelphia, PA 19106. Phone: (215) 597-3679 (work) or (609) 429-4268 (home).

For more than a year, I've chaired the 75th Anniversary Committee for ANPR. Initially, a number of options for ANPR's involvement with the anniversary were proposed. Since my last update, I've been developing a poster on behalf of ANPR to commemorate the Diamond Anniversary, the decision to pursue this being based on the committee's belief that it would represent the membership at large.

At times, those of us involved in this project questioned if it would become a reality. Well it's happened, just in time for August 25, 1991, and *Rendezvous XV* in Myrtle Beach. ANPR is proud to offer a

professionally designed poster printed on recycled paper, which measures 14"x18" and is suitable for framing.

Those who contributed advice, counsel, and direction to this project now need to be acknowledged. Thanks to: Patti Dienna, Brion FitzGerald, Debbie Gorman, Heidi Graham, Hal Grovert, Tessie Shirakawa, Bill Sontag, Debbie Trout, John Tyler, Bill Wade, Mylea Wade, and the staff at NASAR for assisting with storage and distribution.

The poster is being distributed as a fundraiser (versus a sales item) for ANPR. It's a bargain at \$6.00, which includes shipping costs. Use the order form below to obtain your copy of this limited edition.

Twenty-Year Retirement

Chair: Mark Harvey, Yosemite. Address: P.O. Box 187, El Portal, CA 95318. Phone: (209) 379-2235 (home).

WASO provided the following information on the status of 20-year retirement claims as of August 5, 1991:

Total Claims — 645
Reviewed by Panel — 554
Pending Completion of Recommendation — 172
Forwarded to WASO — 380
Returned to Region — 53
Forwarded to DOI — 90

By the end of August, DOI will begin forwarding claims on to OPM with DOI's official recommendation for approval or disapproval. Claimants will receive a copy of DOI's recommendation and a letter of information accompanying it. It is unknown how long OPM's final review process will take, but it is expected to be slow even though OPM has added two more employees to handle the review workload.

When claimants begin to receive notification of either DOI's official recommendations or OPM's final determinations, I would appreciate hearing from them. We intend to establish a data base listing positions which have received or been denied 20-year retirement coverage. Information from this data base would be made available to people appealing unfavorable determinations for the same or similar positions or to



Please send me _____ ANPR limited edition 75th Anniversary Poster(s) at \$5.00 plus \$1.00 shipping and handling for each poster. I have enclosed _____. Mail order to:

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those filing claims for positions they have recently occupied as new hires or transfers.

Did you remember to update your 20-year retirement claim? The regulation governing enhanced annuity (20-year) retirement currently mandates that:

“After September 30, 1989, coverage in a position or credit for service will not be granted for a period greater than one year prior to the date that the request from an individual is received by the employing agency, the agency where past service was performed, or OPM.”

As reported on page four of the Summer, 1991, issue of *Ranger*, Judge Norma Johnson of the United States District Court in the District of Columbia has ruled in favor of the Office of Personnel Management in the suit filed by the Association against OPM. We thought we had a good chance of winning that suit, but we said all along that there were no guarantees given for success.

Promises, however, were made. Those members purchasing 20-year retirement packages promised to make good on their pledges of financial support. Based on those pledges, the Association spend \$50,639 in litigation costs for our suit. So far we have collected \$45,656 to cover those expenses. Unfortunately, a few of our members have not kept their promises, and we are still short almost \$5,000 in uncollected pledges. The Association officers have said that the cost of this suit would be borne by those members who stood to gain from it, not from the membership as a whole. We need those who made promises to keep them so that ANPR's officers can keep theirs.

Retirement

Chair: Frank Betts. Address: 513 Spinaker Lane, Fort Collins, CO 80525. Phone: (303) 226-0765 (home).

“There are only three ways to get rich...inherit it, marry it, or spend less than you earn and invest the difference in something that will increase in value and make you rich.”

Fred J. Young,

How To Get Rich and Stay Rich

There is a fourth way...win the lotto! But if you can't be sure of that, or of marrying or inheriting money, then now is the time to get to work on spending less than you earn and investing the difference.

Is this easy? No! It involves sacrifice. It involves knowing what you are earning and what you are spending. Not many have the discipline required to spend less than they earn and invest the difference, but the ones who do — especially the ones who learn this discipline early in life — will get rich.

The hard part is getting started. If you are already spending 100% of your income (or worse, if you are in debt) you need to decide *now* to make a change. You need to figure ways to cut your spending. Maybe it means driving the old car one more year. Whatever it takes, you must make the sacrifice to reverse your spending habits.

“OK”, you say. “I'm willing to cut my spending and to start saving, but I'm no investment wizard. What can I do?” Start by putting your money into something you feel comfortable with — stocks, bonds, real estate, bank accounts, the Thrift Savings Plan. The magic of compounding alone will pay you big dividends if you start soon enough. If you are 30 years old and cut your expenses and save \$1,000 per year, you will have saved \$34,000 by age 65. The bank will have paid you another \$57,734.56 at 5% interest, compounded. That's a total of \$91,734.56.

If that's not enough to make you feel rich, save \$1,500 or \$2,000. If you save \$2,000 a year, you will have \$183,469.12 by

Continued on page 30

Procrastination Profile

Age 21 - 30 — “I can't save now. I'm just getting started in life. I don't make a lot yet, and I'm entitled to a little fun while I'm young. There's plenty of time.”

Age 30 - 45 — “I can't save now. I have a growing family on my hands. It takes all I have to keep them going and pay for a house. As soon as they are older it will cost me less. Then I'll save.”

Age 45 - 55 — “I can't save now. I have two children in college. It's all I can do to pay for their expenses. In fact, I had to borrow for their tuition last fall. I can't save a penny.”

Age 55 - 65 — “I can't save now. I know I should, but things aren't breaking for me the way they were when I was younger. It's difficult to find a better job at my age. I guess I'll just ride along with things as they are and hope for the best.”

Age 65 — “How am I going to save now? I'm on Social Security and living with my son and daughter-in-law. It's *too late* now to save.”



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The Little People of the National Parks

Rangeroon NPS 75th Anniversary Pin, \$4.00 each. New! 1 inch colorful cloisonne pins. Please add \$1.50 for shipping (up to 10 pins). Order from Tessy Shirakawa, 4210 Resurrection Dr., Anchorage, AK 99504 and \$1.00 from the sale of each pin will go to the Ranger Museum.

Rangeroon 1991 NPS 75th Anniversary Calendar, \$8.95 (Postage included). This popular calendar is still available. Order from E&AA, P.O. Box 1490, Falls Church, VA 22041.

Rangeroon NPS 75th Anniversary Mug, \$7.50 each. Gray & green collectors mug featuring a timely quotation by NPS Director Newton Drury. Please add \$2.50 for shipping.

Rangeroon NPS 75th Anniversary Notecards, \$9.95. Two each of five color designs from 1991 Rangeroon Calendar with envelopes. Please add \$2.50 for shipping.

Order Mugs and Notecards from Arrowhead Publications, Box 100333, Anchorage, AK 99510

**Vacancy Announcement:
Editor, *Ranger***

The Association is now accepting written inquiries and applications for the position of editor of *Ranger* from members who might be interested in taking on this responsibility. The following vacancy announcement provides specific details:

General Statement of Responsibilities

The editor is responsible for writing, editing and publishing *Ranger*, a 28- to 40-page quarterly magazine published by the Association of National Park Rangers. An assistant editor provides help in formulating issue plans, editing text and proofreading copy.

Description of Duties

- Issue planning — Plans each quarterly issue of *Ranger*, a task which entails meeting or talking with members and friends of ANPR and key people within the NPS to determine appropriate topics for future issues. Contacts regular contributors and feature writers and arranges length, scope and focus of articles. Contacts illustrators and arranges for timely submissions of photos and other art. Prepares annual issue plans for the president's review and concurrence.

- Editing — Reads all articles submitted and makes corrections for syntax, grammar, style and accuracy. Composes headlines and specifies type for text. Works with contributors on articles requiring extensive revision. Copymarks all material for typesetter.

- Writing — Writing assignments include the following:

- * Taking minutes of meetings and preparing summaries for publication.
- * Attending workshops, speeches and other presentations, taking notes and writing accounts of events.
- * Taking reports by phone or notes submitted through the mail and preparing articles from them.
- * Researching and writing feature articles.

On occasion, the editor also prepares contracts, bid sheets, annual reports, issue reports and member surveys, and corresponds frequently with prospective contributors and others who write to the magazine.

- Production — Proofreads and corrects galley returns by typesetter. Prepares dummy of issue for designer, a task which includes preliminary layout planning, overall design, cutting and copyfitting, and selecting, sizing and placing illustrations. Oversees the preparation of and gives final approval to mechanicals and blue lines, and works closely with designer and production manager on all aspects of production to assure issue quality.

- Administration — Administers a \$25,000 budget, including printing, postal and imprest accounts. Performs all routine administrative duties, including correspondence, general mailings to board members and others, responses to phone inquiries, filing, acquisition of supplies, and related duties. Coordinates work performed by contracted advertising representative and mailing service.

Contract

- The contract is for a one-year period, renewable annually.

- The contract amount is \$4,800 per year, payable in arrears at a rate of \$1,200 per issue after each issue is mailed. The editor is a contracted employee who must pay self-employment taxes.

- Expenses such as telephone, postage and office supplies are reimbursed. Travel is not reimbursed.

- The editor is provided with an IBM-compatible, 40 MB hard disk computer with a 5 1/2" floppy drive and a monochrome monitor; DOS, WordPerfect 4.2, and Aldus software; and a NEC P7 printer.

Supervision

- The editor works under the supervision of the president, although almost all work is performed independently.

Requirements

The applicant must demonstrate:

- Knowledge of ANPR purposes, structure and operations;
- Experience and skill in editing and producing a magazine or other publication employing camera-ready art and typeset copy;
- Writing abilities;
- A working knowledge of ranger operations, including interpretation, law enforcement, resource protection, resource management, and emergency operations.
- Knowledge and understanding of the history, structure and operations of the National Park Service.
- The ability to use word processing software and computers.
- An ability and willingness to meet deadlines and assure that the magazine will be published and distributed at regular quarterly intervals.

How to Apply

- Address each of the requirements briefly and provide examples where appropriate.
- Provide a short personal resume.
- Submit your application directly to Bill Halainen, 640 North Harrison Street, Arlington, VA 22205, before November 1, 1991.

Legislative Actions continued

which would completely revamp NPS concessions by eliminating preferential rights and the granting of possessory interest in concession facilities.

For further information, contact me at: NPCA, 1015 31st Street, N.W., Washington, D.C. 20007 (202-944-8530).

Board Reports continued

"lower United States" know the challenges and benefits of working in Alaska.

Congratulations to those NPS employees from Alaska picked for "the outstanding employee award" presented at the NPS 75th anniversary in Washington: Jim Hannah, WRST; Keith Hoofnagle, ARO; and John Warder, KLGGO.

Committee Reports continued

age 65; \$3,000 will equal \$275,203.68. Eventually you will reach a point where you will feel rich. And, if you are smart enough or lucky enough to invest in something that pays more than 5%, you will be even richer. The S&P 500 Stock Index (the group of stocks in the "C" Fund of the Thrift Savings Plan) averaged 12% a year for the last ten years. I figure, if you contributed just \$2,000 a year into the Index Fund, at 12%, this would add up to \$769,041.96 in 34 years.

(Note: There won't be a retirement workshop at the Rendezvous this year, but I have a good keynote speaker lined up for Spokane in 1992 and I asked the program chairman to also schedule a workshop.)



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Association of National Park Rangers

Important: Please specify New Membership Renewal

Date: _____

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

Box or Street: _____ Division: _____

City: _____ State: _____ Zip: _____ **Important Notice**

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

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

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.

Category	Type of Membership (Check one)	
	Individual	Joint
Active (all NPS employees) Permanent	<input type="checkbox"/> \$ 30.00	<input type="checkbox"/> \$ 40.00
Seasonal	<input type="checkbox"/> \$ 20.00	<input type="checkbox"/> \$ 27.00
Retired	<input type="checkbox"/> \$ 20.00	<input type="checkbox"/> \$ 27.00

Administrative Use

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Active (NPS employees)	<input type="checkbox"/> \$375.00	<input type="checkbox"/> \$500.00
Associate	<input type="checkbox"/> \$375.00	<input type="checkbox"/> \$500.00

Rec'd \$ _____ Check # _____

By: _____

Associate (individuals other than NPS employees)	
Regular	<input type="checkbox"/> \$ 30.00
Student	<input type="checkbox"/> \$ 20.00
Supporting (individuals and organizations)	<input type="checkbox"/> \$100.00
Contributing (individuals and organizations)	<input type="checkbox"/> \$500.00
Subscriptions: 2 copies of each issue available only to organizations	<input type="checkbox"/> \$ 30.00

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 24 month period.

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