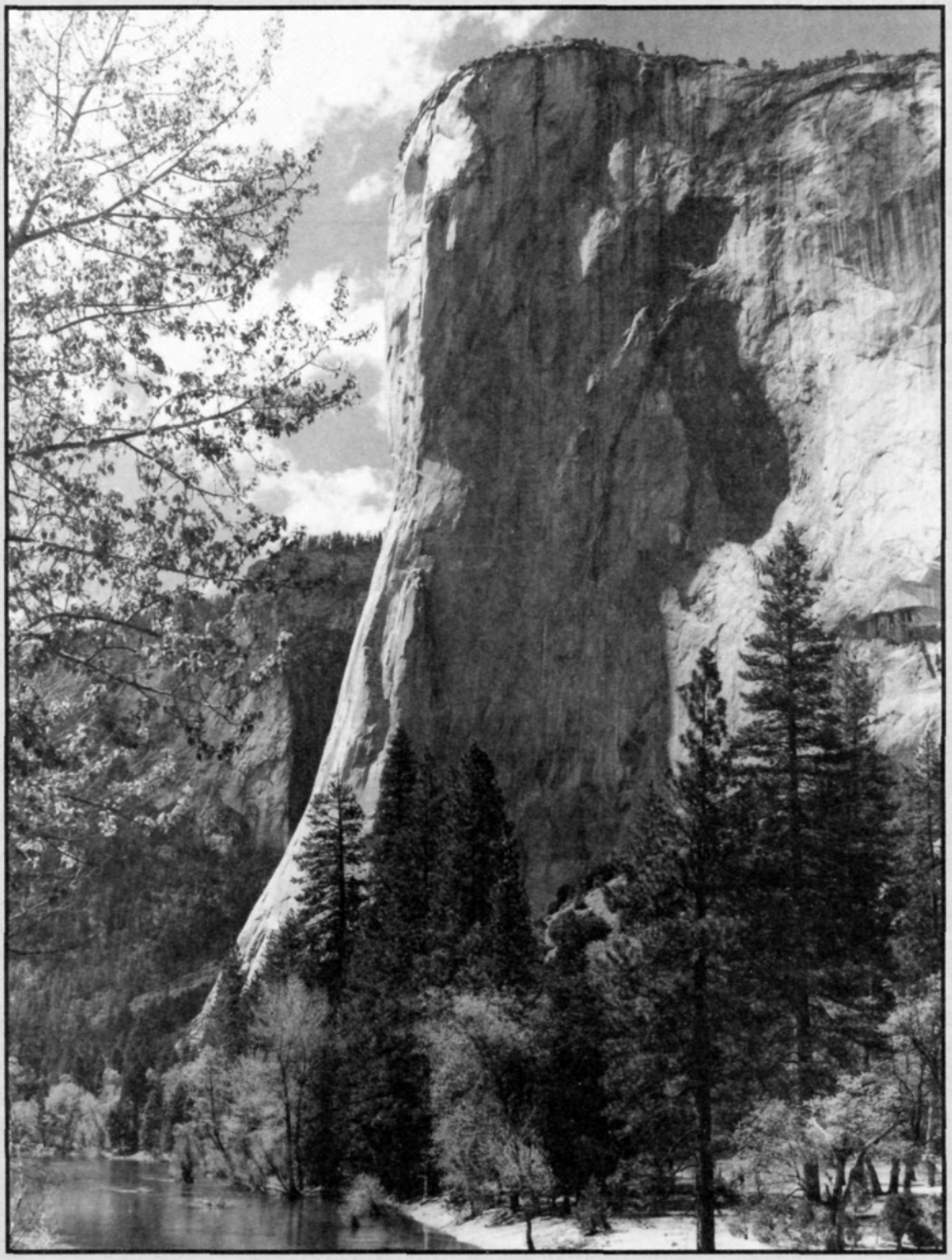
RANGER

The Journal of the Association of National Park Rangers

Vol. IX, No. 3 Summer 1993



The Significance of "National Significance": A History

Letters

Editor:

I applaud ANPR for their Vail Symposium testimony. Having worked at two "new" park areas, I am always interested in the "national significance" of proposed areas, asking the bottom line questions: Are these resources worthy of U.S. taxpayer support? Can already established parks afford to contribute to the 'care and feeding' of this new area?

After all, there are only so many federal dollars and as we know, NPS hasn't been getting what we perceive to be its fair share. I think most would agree the answer to the second question, considering the present status, is "no."

One of my former "new" parks has the largest park budget in its region. Both of them have very active local and congressional delegation support. These parks have some significant resources, but are primarily used by, and of interest to, local concerns.

The local interests may rightfully want "to conserve the scenery and the natural and historic objects and the wildlife" (unless they authorized hunting) in their area. But their area or state doesn't have the monetary ability to put it together (land acquisition) or operate it (staffing). So we've witnessed that if they can effectively lobby their U.S. representative(s) and senators, we may soon have a new Park Service area created.

Sometimes it is created over the recommendation by NPS not to establish the area. I was literally reared within the boundary of what was to become a "new" national park area. Yet, I'm unable, and unsuitable, to articulate its "national significance." (It was once noted that "its primary national significance is its political constituency — 12 million nearby voters." I would add to that its contributions to surfing and providing scenery to countless movies and television programs watched the world over).

Is that suitable for being "nationally significant?" I don't know. I've been too close to the area to be able to give an objective opinion. For that reason I'm concerned about the suggestion that we "generate input from ANPR members who had (have) the local knowledge about the significance of the area in question."

If indeed the considered area is an integral part of our national fabric, shouldn't that be determined by individuals far removed from the local influences of special interests? I also realize that isn't politically realistic at this point.

We're an organization (and a Service) of park professionals. We have from our earliest days had to go out and educate the Congress and the public about the significance of our areas. After all, Big Bend, Carlsbad Caverns and Fort Davis didn't "just happen into" the National Park System. Folks with vision and determination helped get them established. We should now take from those lessons and insist on a "critical eye" being cast upon new parks that are being proposed for the system: Tallgrass Prairie National Park — yes; Mudhole NRA — no!

Many feel that pork barrel politics has seriously denigrated the National Park System in the years since ANPR was formed. It's often suggested that we should be visionary and ask: "What will this park be like in 50 years?"

I feel we should be asking: "Will this proposed park area be enhancing this country, the National Park System, and will it be of *national* significance in 50 years?"

If not, maybe our efforts would best be used by concentrating on those that are, and by assisting state and local park/open space agencies in their efforts to manage the others. I realize that is often perceived as short-sighted political suicide. But, no more so than bankruptcy due to *us* trying to be "everything for everybody."

I recently heard a manager state that "we *must* keep growing." I instantly recalled the model of China's "consumptive dragon" theory regarding dynastic cycles. Envision if you will the Imperial dragon, with the head being the government and the rest of its body being its land and people.

Seems just about every Chinese dynasty for 2,000 years started with a diversified land base, compared to its predecessor. As time went by, more and more lands would become tax exempt until the Imperial dragon had slowly consumed its tail and body, leaving itself without an adequate treasury or tax base. So, every few hundred years there would be major chaos that would result in a new Imperial dragon, or dynasty.

I realize this isn't China, but in these days of fiscal responsibility there are certainly signs of a need for some moderation. I'd really like to see our Imperial dragon "flyin' high" a while longer.

Phil Young
SWRO

Editor's Note

I have completed my first issue as editor of *Ranger* and the job promises to be interesting and challenging.

Bill Halainen will continue to lend his editorial support as I learn about ANPR, your ideas and philosophies. You may contact either Bill or me to talk about prospective articles for future issues.

I am set up to do all the editing, initial design and layout by IBM-compatible computer, so please send me your copy on disk, either 3 1/2 inch or 5 1/4 inch. I can read your files if they are in WordPerfect 5.1, Microsoft Word or just straight ASCI text. All disks will be returned to you.

Send mail to 26 S. Mt. Vernon Club Road, Golden, CO 80401. My phone and fax number is (303) 526-1380. I look forward to meeting many of you at the Rendezvous in November.

Teresa Ford

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RANGER
The Journal of the Association of National Park Rangers

Vol. IX, No. 3 Summer 1993

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, 640 North Harrison Street, Arlington, VA 22205 (703) 522-4756 or Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401 (303) 526-1380.

Change of Address

If you're moving, please send a change of address card 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, P.O. Box 2039, Auburn, WA 98071 (206) 874-9907.

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Cover: El Capitan, Yosemite National Park. NPS photo.

President's Message

This column began on an interim basis with the very first issue of the Association of National Park Rangers Newsletter (Vol. I, No. 1) published in January 1979. It continued on an ad-hoc basis, mostly to report the annual State of the Association message. In July 1981 (Vol. III, No. 1) it became a regular feature of the newsletter and subsequently, the journal. This is the 46th rendition of the column.

The original intent was to be as a forum whereby the ANPR president could advise the members of his or her activities for the period. For many years it served as the sole method of communication between the president and Association members. However, the evolution of this journal into printing, verbatim, letters and responses to the director, the department and the Congress, has lessened the need for that portion of communications. In the past several years, additional modes of communication such as regional representative mailings, monthly updates to the board of directors, situation reports, and, more recently, first-class mailings to the membership at large has changed considerably the tone and tenor of this column. In fact, one can make a fairly good argument that this column is not an effective communications mechanism, primarily because of the lead time necessary to get through the editing, layout, printing and mailing it takes to get this journal into your hands.

That isn't to say there is no longer a purpose to be served by this column or, more importantly, that Association communications are satisfactory. Indeed, to take the second issue first, the Kennedy School of Government strategic plan for ANPR discusses the need to formalize communications procedures and processes within the organization. The strategic plan emphasizes the need to have well functioning lines of communication in all directions:

- from the leadership to the membership
- from the membership to the leadership
- from committee to committee
- from region to region

The strategic plan goes on to discuss the need for ANPR to establish communications requirements that force information up, down and across the organization. It suggests some ideas for improving upward and lateral communications and these will have been discussed at the mid-year Board of Directors meeting scheduled for July. The options will be presented at the Ranger Rendezvous for discussion and implementation.

However, the tenor here is to find a more effective use for this column. One suggestion has been made to use it as a column to inform the membership about what is going to occur — a forward look, if you will. Another suggestion is that the column ought to rotate among the vice presidents to more effectively present their viewpoints to all of us. Undoubtedly, there are a myriad of other ideas as to how to keep this column timely and topical. I welcome your thoughts and encourage you to drop me a note as to what you see as the function of this column.

On the other hand, there is a nagging suspicion that nobody reads this column anyway since feedback to its suggestions and requests, at least in the past, have been slim to non-existent. I have always considered the idea of offering in this column to spring for a beer or soda at the Rendezvous just to see how many members would actually come forward.

At any rate, the space in this journal needs to be used to its maximum efficiency and effectiveness. This column is part of that need and we collectively must make it better serve its purpose in an era of ever evolving communications methods and mediums. As always, your thoughts are welcome and appreciated. ❖

Association Actions

This section of *Ranger* has been revised to give you a brief but comprehensive overview of Association actions during the previous quarter — in this case, the period from April through June 1993.

Overview

Rick made two trips to Washington (both on his own time and dime) in late spring and early summer, the first on May 22-25 and the second on June 17-18. These visits proved productive. Along with the meetings referred to below, Rick had the chance to meet with several incoming members of the new Administration's team to discuss issues of concern to ANPR. Rick will be back in Washington for more meetings on July 22-23, just prior to the board meeting there.

As it turned out, Rick was in WASO just before Director Kennedy arrived for duty, so he was able to leave him a personal note along with a membership pin and copies of the spring issue of *Ranger*. Late in June, Rick received a personal thank you from the Director and a note saying that he looked forward to meeting Rick.

Liaison

National Parks and Conservation Association — Rick met with representatives from NPCA May 25 and talked with them about a number of issues of mutual concern, including Ranger Futures and housing. Groundwork was laid for future cooperative efforts. In April, we worked closely with NPCA on recommendations to the House regarding potential sources for additional fee revenues for the parks (see "System Issues" below).

Wilderness Society — Following the meeting with NPCA, Rick met with the Wilderness Society to discuss ANPR's position on the California Desert legislation and about funding and FTE problems within the NPS. Rick again pointed out our serious concerns with the latter, particularly in regard to operating new areas. Wilderness Society staff noted that their organization would be focusing on budget and staffing issues this year; a day later, the Society disseminated a multi-page press release detailing NPS fiscal problems that garnered a fair amount of media attention. Although Rick noted that we still have concerns about some of the Cal Desert bill provisions, he told the Society that we wouldn't be taking a formal position on the bill unless a hunting provision was added. Such an amendment has not yet appeared.

Association of National Park Maintenance Employees — The two organizations have been working closely on the development of the program and logistics for the joint ANPR-ANPME meeting in Virginia Beach in November. We also have been routinely communicating and coordinating actions on a number of other issues, including benefits for temporary employees, housing legislation, and response to the Kansas City Star survey. While we are not always in complete agreement on issues, relations between the two associations continue to be outstanding.

Federal Wildlife Officers' Association — As was noted in the May mailing to all members, ANPR has signed a memorandum of agreement with the Federal Wildlife Officers' Association (FWOA), an organization made up primarily of special agents from the Fish and Wildlife Service. Rick Gale and FWOA President Greg Stover signed the accord in March. The two organizations agreed to:

> "work together wherever possible to foster wildlife protection initiatives, promulgate cooperation among state and federal agencies with wildlife protection mandates, further communications and networking among said agencies, strive for the empowerment of employees in agency decision-making processes, and press for wise and effective management of our agencies in order to more effectively protect our nation's diminishing wildlife resources."

At present, we are working with FWOA to support legislation that would strengthen Fish and Wildlife's law enforcement operation. Details appear below under "Resource Issues."

Fraternal Order of Police — Rick and Chris Cruz, president of FOP's Western Lodge, worked out an arrangement in May whereby the two organizations would split the cost ($5,000) of ranger Tim Sorber's 6(c) appeal before MSPB. Efforts are also under way to develop an MOA with FOP whereby the two groups can coordinate efforts on issues of mutual concern.

Public Employees for Environmental Responsibility — At the Rendezvous last fall, PEER and AFSEEE founder Jeff DeBonis spoke to the membership and asked ANPR to formally sign on in support of PEER, which has been created as an umbrella group to protect employees in environmental agencies from reprisals for speaking out on issues. The members supported continuing contacts with PEER but refrained from affiliating with the group until its membership and agenda were better defined. Rick apprised Jeff of this position. We will continue talking with PEER, and have supported the organization with an ad in this issue for their second annual Protecting Integrity and Ethics conference, which will be held in Washington in November.

National Federation of Federal Employees — Last year, ANPR and NFFE worked jointly on several projects pertaining to acquisition of benefits for temporary employees, including a joint letter to the chairman of the Committee on Post Office and Civil Service endorsing several bills that would provide such benefits. Rick met with representatives from NFFE in June and helped draft NFFE's testimony for the hearing on the use of temporary employees in the federal government (see below).

Media

Kansas City Star — Late in May, Rick was contacted by a reporter from the *Kansas City Star* who asked if ANPR would assist them in developing and distributing a questionnaire to the membership asking several questions about key issues facing rangers today. After some discussion, we agreed to send them a set of labels, and also provided them with back issues of *Ranger* to give them ideas for questions. You've no doubt received the questionnaire by now. Although the *Star* provided us with a rough draft of the questions that would be asked, they proved averse to changing them substantially and have produced a questionnaire which is in many ways overly simplistic and tends to lead the respondent toward predetermined and superficial answers. Our apologies if you found the questionnaire overly simplistic. We will publish the results of the survey in these pages as soon as it becomes available.

Federal Times — The *Federal Times* interviewed Rick on three occasions during the period: once on Ranger Futures (we said that we're for the project because of its potential positive effects on professionalism, pay and careers), once on the Association's perspectives on the prospects of Secretary Babbitt's departure (we said that the NPS needs him or someone of his caliber to stay on), and once on the housing legislation before the Senate (we strongly endorsed it and all efforts to remedy NPS housing problems).

Resource Issues

Endangered Species Act — There's still no indication that there will be any action on ESA this year. The word is that Representative Studds, chair of the House's Merchant Marine and Fisheries Committee, will not be moving on it this session.

Paleontological Resources — As was noted in the spring issue of *Ranger* (page six), ANPR's comments were solicited and provided on the language for Senator Baucus' Paleontological Resource Protection Act prior to its introduction in the Senate. That bill was to have been introduced on June 11 in conjunction with the premiere of "Jurassic Park," but has been delayed.

Resource Law Enforcement - We are working on a joint letter with FWOA in support of

H.R. 2360, a bill which would strengthen FWS law enforcement efforts by establishing an assistant director for law enforcement in that agency who would be appointed by the President "from among individuals who have wildlife law enforcement experience." FWS law enforcement has been impaired by lack of management commitment, which in turn impairs the ability of agents and rangers to work together effectively in the field. Passage of this legislation would be a strong first step in improving their law enforcement operations.

System Issues

Budget - As noted in the spring *Ranger* (page seven), Rick Gale wrote to Senator Biden, chair of the Senate Judiciary Committee, supporting **S. 11**, the Violence Against Women Act, on its own merits and because it will provide the NPS with $10 million for a variety of crime reduction efforts, including increased personnel. Senator Biden has written back thanking the Association for its support of the bill and expressing his hope that the bill will make it to the floor this summer. According to a recent issue of the *Washington Post*, the bill enjoys bipartisan support and is likely to pass.

The feature story in the spring *Ranger* on our ONPS budget problems was very well received. Rick accordingly directed that the article be reprinted and distributed as appropriate to people who need to have a better understanding of our budget problems. The magazine's printer prepared a 16-page reprint with the original cover and ran off 200 copies; late in June, copies were sent along with individual cover letters to each of the 66 Representatives and Senators who sit on the Service's authorizing and appropriations committees. We still have about 130 copies available for further dissemination. Ideas on other contacts would be appreciated; if you know someone — including your own Representative or Senator — who should get a copy, please contact Bill Halainen and he'll make the necessary arrangements.

New Areas — Late in June, the minority staff of the House Subcommittee on National Parks, Forests and Public Lands asked if it would be possible to use our past comments on the Revere Beach bill for a hearing on the bill, which has been reintroduced. Rick affirmed that our position was still the same — i.e., that we have very strong reservations about its qualifications as an NPS area, particularly regarding its national significance — and that we had no objections with their submitting those comments for the record. That was done at the hearing on June 22. The administration did not oppose the bill this time, but NPCA expressed serious reservations about the area in its testimony.

Agency Head — Representative Jim Hansen, ranking minority member on the House Subcommittee on National Parks, Forests and Public Lands, asked ANPR to comment on **H.R. 1893**, a bill he introduced "to establish five-year terms for, and require the advice and consent of the Senate in the appointment of, the heads of the land management agencies." In his reply, Rick said the following:

> "(We) are in favor of the proposed five-year term, with the advice and consent of the Senate, for Director of the National Park Service.
>
> "With reference to Section 2 (2) of the bill, we recommend more explicit language regarding the competence of a person nominated to the position of Director of the National Park Service; to wit: 'No individual may be appointed as the Director unless he or she is qualified, by experience and by demonstrated competence, to administer, protect and preserve the natural and cultural resources constituting the National Park System of the United States.'
>
> "It appears to us that the proposed language implies, if not states, that each appointee should be limited to one five-year term. We believe the language should be clarified to allow successive five-year appointments if the President nominates and the Senate confirms them."

User Fees — At the request of NPCA, we assisted them this spring in making recommendations to the House's Subcommittee on National Parks, Forests and Public Lands on potential sources for additional fee revenues for

National Park FOUNDATION

Founded in 1967, the National Park Foundation supports the overall enhancement of the National Park System. The Foundation provides direct grants to support Park projects, in four primary areas:

- Programs that impact on protection of the Parks, through outreach and education, with emphasis on those that reach young people, like Parks as Classrooms;
- Improvements for interpretive facilities and services throughout the National Park System;
- Volunteer efforts of the National Park Service – Volunteers in Parks (VIPs), "Friends of" organizations and other local park support groups;
- Activities that further education, training, and employee development opportunities for National Park Service staff.

Awards generally range from $3,000 to $40,000 and most are made directly to the Parks. Grants are awarded three times a year. Upcoming application deadlines are October 15, 1993 and February 15, 1994.

For a copy of the application, guidelines and criteria, call or write, the National Park Foundation, 1101 17th Street, N.W., Suite 1102, Washington, DC 20036. (202) 785-4500.

the parks. On April 20, Rick sent NPCA a letter with our recommendations. Excerpts from our opening comments follow:

> "As you know, this is an issue of considerable interest to our association. On the one hand, we are very interested in ways of increasing funding for the parks; on the other, we are wary of placing additional financial burdens on our visitors, particularly since most of the entrance fees currently collected in many of our areas are not returned to the parks that need them . . .
>
> "We [nonetheless] believe that the best potential sources for additional fee revenues are concessioners and park visitors. The issue of concession fees is already before Congress. New and/or higher entrance fees would be acceptable, in our view, only if much higher percentages of such receipts are returned to the parks. Although most visitors believe that the fees they pay are going to the parks, the ironic reality is that, despite record high entry fees, we are worse off operationally than we have been in many years because most of what we collect goes into general Treasury accounts. Fees must supplement regular appropriations. We know that you share our concerns on this issue, but nonetheless ask that efforts be made to change the existing arrangement for apportioning fee revenues to one in which much more or all of the fees are returned to the parks and/or Service . . . We also believe that revenues could and should be collected from commercial users, many of whom currently pay fees which are remarkably small in proportion to benefits received . . . "

We then made a number of specific recommendations regarding user fees that should either be instituted or increased:

- Rights-of-way — NPS regulations require that fees for rights-of-way be based on fair use appraisals, but actual fees in many parks are lower. Although we'd generally prefer no rights-of-way, users should pay higher fees where they exist.
- Commercial filming — The film industry has indicated a willingness to pay significantly higher fees, and this option should be explored.
- Commercial use license — Higher permit fees are in order for commercial enterprises located outside parks who either have the park as a destination or pass through a park.
- Commercial bus tours — Many bus companies have parks as stops on larger tours and should pay permit fees to enter them.
- Directed fines — Legislation should be passed which would mandate that fines for resource violations be directed to park funds employed to curb similar violations in the future.
- Backcountry use license — Fees could be charged for backcountry use, which would also allow parks to make direct contact with people engaged in high-risk activities, thereby assuring they're able to meet the requirements of the activity, and/or provide them with an orientation program.
- Special use permits — Authority should be given for parks to retain charges for permits as well as administrative costs.
- Special events — Authority should also be provided to collect costs associated with special events.
- Use and occupancy reservations — The Service should reexamine the formula currently employed to determine how much a purchase price is reduced for each year of use and occupancy, as higher revenues would likely be realized.
- Search and rescue charges — Fees for some SAR operations should be considered.
- Commuter fees — Many parks have commuters who utilize park roads and facilities, but pay no entry fees or buy annual entrance passes to use parks on a daily basis. Commuter passes might work in some parks.
- "Image" licensing — There was some discussion in the last administration about licensing the use of certain images associated with parks, such as the Mount Rushmore heads. This is an idea that should be explored further.
- Recreation supply sales tax — A small charge would be placed on certain recreational equipment items, then used to fund operations in those areas where the associated recreational activities take place.
- Natural resources risk fees — Fees would be charged to companies engaged in commercial activities that place certain natural resources at risk, and would be used to manage, protect and/or rehabilitate those areas.

Many of these ideas were incorporated into the testimony which NPCA made before the subcommittee's hearing on the administration's admissions and recreation fee proposal on April 29. On May 27, the House approved substantial new fees on commercial tour companies that operate in the parks as part of **H.R. 2264**, the budget reconciliation bill. They also approved modest new recreation user fees, but didn't approve increases in entrance fees. At this writing, the bill had yet to clear the Senate.

Employee Issues

Housing Legislation — The hearing on **S. 472**, Senator Wallop's housing bill, which was scheduled for the afternoon of June 17, was canceled because Senator Wallop had to attend a funeral. As we went to press, it had just been rescheduled for the afternoon of July 22. ANPR is the only non-agency witness scheduled to appear before the Senate's Energy and Natural Resources Committee. Rick will be testifying for us; the full text of his testimony, which reiterates our past positions regarding fair rental rates and adequate housing, will appear in the fall *Ranger*. We are presently in the process of attempting to enlist support for the bill from other Senators and Representatives, and have had some initial success in gaining the attention of at least two members. **In the interim, it's imperative that you complete and send in letters to the members of your delegation asking that they support this bill.** Indications are that quite a few folks have written already, but we need to keep pushing. Rick met with a representative from NFFE while in D.C. and gained their commitment to enlist support for the bill through their contacts, mainly in the Forest Service.

Temporary Benefits — While meeting with NFFE, Rick was also able to help them formulate their testimony for the June 22 hearing on use of temporary employees in the federal government held before Representative McCloskey's Subcommittee on the Civil Service. One of our Washington members was able to attend that meeting and reports that the consensus among witnesses and Representatives was that benefits need to be provided to temporaries, and that the recommended benefits include the three that we pressed for in our testimony before the subcommittee in its field hearing in Montana last summer: step increases for GS employees, authority for temps to compete for permanent positions, and health, life and retirement benefits. Those points were also summarized in NFFE's testimony. Rick is in the process of preparing letters to several of the representatives who attended to point out ANPR's historic support for seasonals, note that we were the first association to provide health benefits for seasonals, and offer our support on future legislation. Committee staff members, however, continue to be pessimistic about the chances for passage of any

legislation that offers new entitlements to federal employees. We will nonetheless press on. Highlights from OPM's 1992 and 1993 reports on temps in the federal government will appear in the fall issue of *Ranger*.

Enhanced Annuity Retirement — At the time of this writing, MSPB had not yet rendered its decision on ranger Tim Sorber's appeal of OPM's denial of his claim for 6(c) enhanced retirement benefits, but his lawyer and those who testified, including past ANPR president Dick Martin, are optimistic about the outcome. Meanwhile, we have sent a check for $2,500 to FOP's Western Lodge to cover our half of the $5,000 in legal costs for the appeal. As was noted in the letter Rick sent to you in May 14, it's up to ANPR members with a vested interest in 6(c) benefits to reimburse ANPR for this sum. As of June 18, business manager Debbie Gorman had received checks totalling $250, or 10% of the amount needed. **Please send your check in today!**

We have made contact with Senator Mikulski's office regarding **S. 1038**, a bill she introduced which would extend 6(c) benefits to various INS, IRS and Customs officers, to determine if she would be interested in including rangers in such legislation. Although that's not feasible this year, it's possible that she may consider such an addition next year, as it's likely that the bill, which extends an entitlement, will not go anywhere this year. Rick is in the process of drafting letters to her and to several other Senators and Representatives soliciting their assistance in compelling OPM to support 6(c) benefits for rangers.

On May 25 Rick wrote a letter to Assistant Secretary for Policy, Management and Budget Bonnie Cohen asking that the Department of Interior "actively and formally" support the Service's recommendation that claims for past coverage for 6(c) benefits be approved by OPM. The written response from the Department was noncommittal, but other indications are that they may formally endorse the NPS position. We will continue to press for such action.

Ranger Futures — As we went to press, Rick was in the process of preparing our response to the request for comments on the Ranger Futures initiative. Ken Mabery, who coordinated our response, prepared a draft paper for Rick based on the comments he received from members.

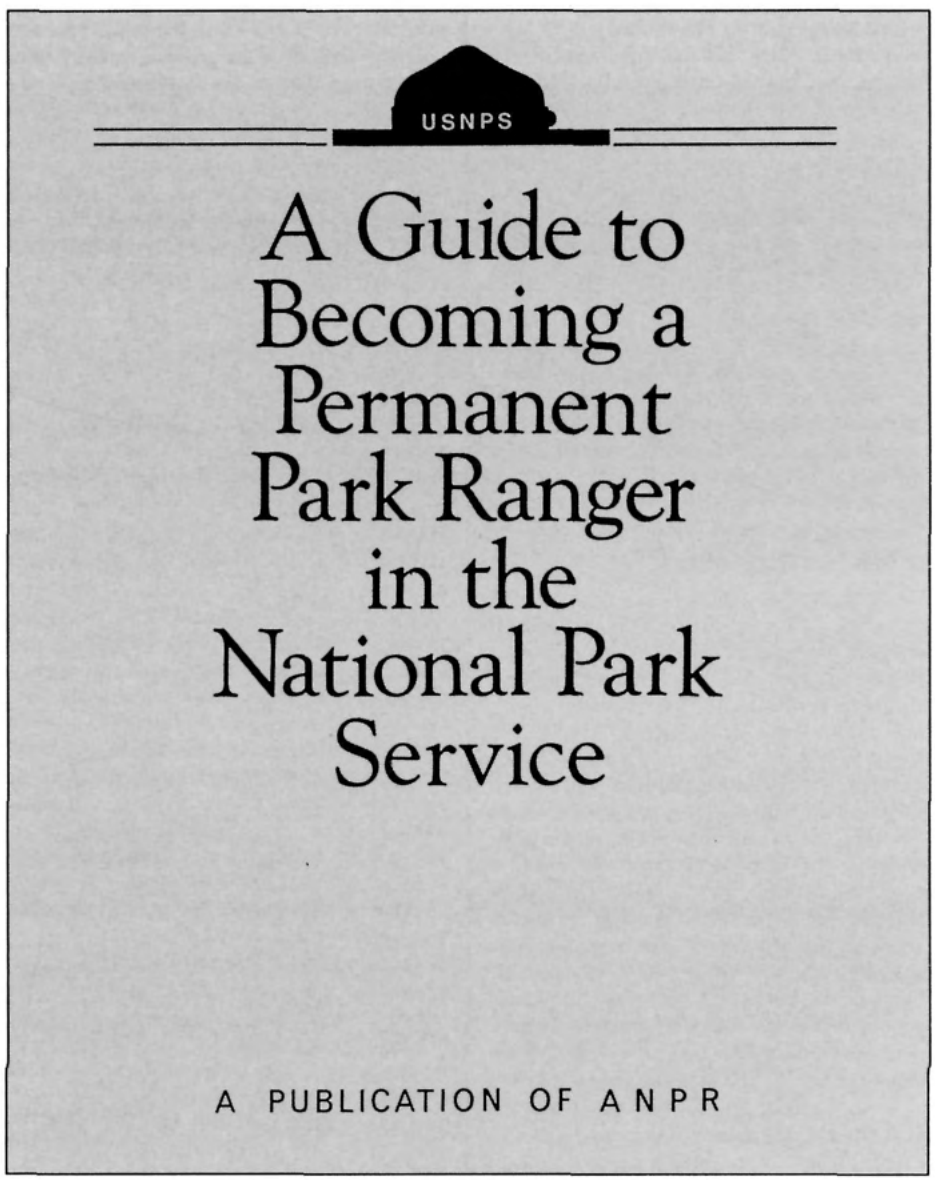
Internal Affairs

Board Meeting — Because of the need to attend to a number of matters of pressing Association business, Rick scheduled a board meeting in Washington for July 24. All but two board members are scheduled to attend, most flying or driving in on their own money and staying at the homes of members in the Washington area. The National Association for Search and Rescue (NASAR), with whom we've enjoyed a long and cordial relationship, graciously provided their facilities free of charge for the meeting. Gary Pollock is coordinating the event. A summary report will appear in the fall *Ranger*.

Situation Reports — Biweekly summaries of all Association activities, entitled *ANPR Situation Reports*, are now being prepared and sent to board members, staff, committee chairs and project leaders. If you want information on recent developments on any issue or project being undertaken by the Association, contact your regional rep for an update.

Publications — Deb Liggett has written to a number of members who have written on new ideas in management, to solicit articles for a series of monographs on park management to be produced by the Association. She also is working with Hugh Dougher on the publication of his comprehensive NPS bibliography and examining other possibilities for the publication program. If you have an idea, give her a call.

Recruitment — The new recruitment posters have been completed and Barb Maynes has mailed about 250 of them to date to regional reps who've provided her with park rep labels and to seasonal and permanent ranger training facilities. More will be sent out in the future. Karen Wade has made copies of the Kennedy School's report on recruitment available to all regional reps. If you'd like to see it, give your rep a call. ❖



Guide to Becoming a Ranger

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The Significance of "National Significance": A History

Tony Sisto
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"The term 'National Park' ought to be like the word 'sterling' is to silver." It ought to indicate outstanding merit."
— Congressman Louis C. Crampton (Michigan, 1913-1931)

I remember, a year or so ago, walking into a friend's office and listening to him read a bill that had just been introduced in the U.S. House of Representatives that would create a new park area. One of the criteria used to justify this new park was that it would set aside "the third oldest shoe factory in America," or something like that. We thought this was quite interesting, and completed reading the bill to see if maybe we were just missing something. Unfortunately, all of the other criteria were of the same caliber. We could find no true "national significance" in establishing such a park.

More recently, I by chance saw a letter asking the NPS for comments on the possible establishment of a "Silos and Smokestacks National Park," in the Midwest of course. Don't get me wrong. I have nothing against the technology that developed methods for storing grain, making smoke, or shoeing the populous with the third best shoes in America. Yet, I began wondering, where were the criteria by which these serious proposals were developed? Were any "significance" criteria really used?

I began wondering, too, if this was a new phenomenon. Was the NPS suddenly being faced with a system failure or power vacuum so great that we had lost any ability to work realistically with Congress and interest groups to develop sound national park proposals? I was aware, of course, of Director Ridenour's "thinning the blood" articles and speeches, and of ANPR's increasing concern over this same issue. Yet, I wanted to understand more about the history of the growth of the National Park *System*, specifically as it related to criteria for "national significance," or other basis for park establishments. How did we grow from one park (Yellowstone) in 1872, to 13 parks and 19 monuments in 1916 and the NPS Organic Act, to 367 park areas today (and still counting).

That is what this article is about. It is, however, a relatively brief survey, and for NPS history buffs, we will quickly jog across some familiar territory — Yellowstone, The Antiquities Act, historical parks and cemeteries, the beginning of urban parks, and an analysis of all of this. Even casual readers of Service and System history know some of the stories of the establishment of controversial park areas, from Makanac Island in the 1880s, to Platt National Park in the early 1900s, to Shenandoah and the Great Smokies in the 1930s, and Steamtown today (still not established). I hope to show that our concerns about "thinning the blood" today, while still critically important, can hardly match the free-for-all assaults of the past. For example, between 1936 and 1940, the NPS was involved in investigating 353 proposed new park areas, with 420 additional park and monument areas recommended but not investigated! This compares with a paltry 29 *new area* proposals during the 102nd Congress. (There was a total of 371 bills, including appropriations, introduced affecting the NPS with hearings held on 174 of these).

In some ways, "national significance" is a fiction, one that we have dutifully sold ourselves on to try to lend some credibility to what we either create or accept. And we have done a very good job of it. After all, we park rangers and managers are professionals. We take what we have and make it work, to the point that Congress, when in doubt, often turns to the NPS. As you go through this article about where we have been, think about where we are going. While I have relied on some standard NPS references of the past, I have also tried to include some recent works that look to the future. These are listed at the end of this article.

We begin with a look at the rise of a "national culture," and the beginning of the park idea.

A National Aesthetics

Throughout the 18th and much of the 19th centuries, Americans suffered from a "cultural embarrassment" in comparing themselves to Europe. There was a continual struggle to compare aesthetic and natural values with those left behind in the Old World. Alfred Runte has called this search for an American cultural identity "cultural nationalism," which extended well into the 20th century (Runte, p. 11). One example involves the American landscape artist, Thomas Cole, who had gained a reputation for his representations of American landscape in some of his paintings. When, in 1829, he decided to take what was then considered a routine painter's "Grand Tour" of European museums to look at the Old Master paintings, there was resistance from his literary peers, expressing fear that he would dim his original view of America and his depiction of it, thereby selling out his Americanism to the Old World. This dismay was great enough to cause William Cullen Bryant to write a sonnet to Cole about the Old Master paintings saying, "Gaze on them, till the tears shall dim thy sight, /But keep that earlier, wilder image bright." (Stebbins, p. 65).

America's recognition of the true aesthetic value of its natural resources began growing concurrently with its creation of an American artistic culture. The ability to establish an artistic culture had to first take into account the usefulness of such a system. Whimsy had no place in the America of the 18th century. As with park visitors today, "enlightenment" of the true significance of aesthetic resources had to take a back seat until safety and "creature comforts" could be achieved; first, by the pure physical survival of the early colonists in a harsh new world, later by political and military survival. True cultural independence did not really begin until after the military rivalry between Britain and the United States in the War of 1812, and its resultant freedom from serious external political and military threats. (Stebbins, p. 64).

Much of the rise of an identifiable American culture was first seen in literature and the arts, and was often tied to the wilderness and natural wonders of the growing country. Fiction, such as "Last of the Mohicans," by James Fenimore Cooper, and poetry, such as "Thanatopsis" by William Cullen Bryant, helped set the stage for the Romantic landscape painters of the Hudson River school of artists, an artistic school beginning mid-century and stretching past the establishment of Yellowstone. "By identifying American art with the American land," Stebbins writes, "these poets and novelists, within one short generation, found in their works a sense of nationality that had eluded contemporary painters." (Stebbins, p. 65).

American painting and literature during the middle 1800s expressed the nostalgia and emotions of the Romantic movement (begun in Europe, by the way). An important aspect of romanticism was the longing for grander times and memories. For instance, American artists did not generally paint marine subjects and sailing ships until the arrival of the steamship fatally threatened the existence of sails. This can be seen as similar to the lack of wilderness painting in the first 75 years of the 18th century. The significance of the wilderness landscapes, like the marine and seafaring life, was not artistically considered until threatened. Hence, sawmills threatening the eastern forest helped create romantic landscape paintings, just as the steamship foretold the imminent end of sailing ships. (Stebbins, p. 79).

This belated concern for the natural scene was quickly transferred to the great expanses of the American West, and fueled the artistic expression and imagination of artists such as Albert Bierstadt during the 1860s and '70s and his great western landscape oils. By this time, of course, the West was undergoing great changes from the earlier trapper days, and Bierstadt's paintings were, in effect, romanticizing a rapidly disappearing West. The appreciation of the aesthetics of nature for Americans was easier once the wilderness had been tamed. In some ways, perhaps, our eventual establishment of large park areas showed our confidence in having tamed nature, and the establishment of parks as a monument to the recognized grandeur of American wilderness,

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helped us to come to terms with wilderness, as well as our cultural identity. In a sense, parks were not a preservation of magnificence but a control of it. The idea of a "park" was a grand gesture that gave some meaning and control to wildness, and in addition helped in our favorable comparisons with Europe. In short, significance had little to do with it other than rhetorically.

One thing taken from Europe, however, was the integration of beauty in everyday life, both in museums of art and in parks and green spaces in cities, generally unknown in mid-19th century America. Parks and nature were equated with beauty, similar to the works of artists. Moreover, there was a certain egalitarianism in Europe, where museums and parks were open to all social classes. This appealed to Americans. In equating nature and parks with artworks, some American travellers wondered when America, too, could have beautiful parks. In Europe, where the wealthy purchased and owned artwork for relaxation, so too could city parks allow relaxation for the working man. (Harris, p. 163, 165).

The role in Europe of the government in protecting its natural wonders amazed American tourists, who felt that American scenery, unlike its grand artworks, was one area where America could compete favorably with Europe. Prior to 1830, Europeans traveling to America saw America differently. Some were appalled at American indifference to nature, and found American cities barren and sterile without parks (Harris, p. 199). Even the penultimate of European interpreters of America, Alexis de Tocqueville, when travelling west in 1831, saw the American pragmatic approach to taming nature rather than appreciating it as distinctly different, recognizing Americans had their eyes "fixed upon another sight... the march across these wilds, draining swamps, turning the course of rivers, peopling solitudes, and subduing nature." (Everhart, p. 6).

Politically, some saw in Europe an example of being able to "ensure domestic tranquility" in the masses by support for beauty in nature as well as art. The introduction of politics into, and the political interpretation of, nature meant that the large cultural movements that had swirled around the 19th century could only come to some lasting fruition with persistent and focused political involvement and advocacy. If someone wanted to establish or save a parkland, they had to be involved, or willing to be involved, in the overall politics of conservation versus use. In many ways, John Wesley Powell had started this political reality in the latter part of the 19th century with his battles for sound arid land policy beyond the 100th meridian. (see Wallace Stegner, "Beyond the Hundredth Meridian: John Wesley Powell and the Second Opening of the West.")

Political advocacy, however, became firmly established only after the battle to protect the Hetch Hetchy Valley in Yosemite from being dammed, the first major American environmental political conflict. This battle between John Muir, President Theodore Roosevelt, and Gilford Pinchot of the Forest Service, changed forever the importance of the political process in conservation issues. As Harris writes, "after... John Muir had set the precedent, no one who believed in saving the land and its resources could in good conscience be aloof from the politics of conservation." (Harris, p. 126).

Thereafter, politics began to play a large role beyond simply crafting legislation to establish large chunks of faraway "useless" wilderness. After Hetch Hetchy, the country was finally becoming aware of, and increasingly tired of, the economic exploitation of the public good (the public lands and resources) which parlayed great wealth into effective political power in the guise of individual rights. Excessive all or nothing demands, with a seemingly total disregard for the public good, was finally coming to a head (compare this to the NRA in the 1990s). As Stewart Udall says in his wonderful book, "The Quiet Crisis," "It was, in the end, the reaction against this ultraindividualism that gave the conservation movement its first foothold. The activities of the Robber Barons — termed by Theodore Roosevelt the 'tyranny of mere wealth' — ran counter to the democratic idea." (Udall, p. 127).

This was, in effect, the beginning of the concept of "national significance", although not in those terms. It was the dawning of the recognition of the federal government's role in asserting and protecting public land natural resources for other than direct consumptive uses that were in the national interest. If the national *interest* is indeed at stake, then the issue must be of national *significance*. (Udall, p. 128, for the basis of this statement).

Yet, before Hetch Hetchy, there was Yellowstone.

Old Faithful, Yellowstone National Park. *NPS photo*

Yellowstone

Few today could travel Yellowstone country and decry the Congressional action more than 120 years ago setting aside 2 million acres for "a pleasuring ground." However, at its establishment, much was made instead of its "insignificance." Similarly, other early parks, such as Yosemite, Mount Rainier and Crater Lake, were established by Congress only after a successful argument that there were little economic interests in them (Runte). With the success of manifest destiny, the country was ready to explore and flex its economic muscle, made up of its large natural resource base. Disposition of the public lands to private and economic interests was the game of the day, and setting aside 2 million acres of public land from settling or commercial exploitation was a significant change in U.S. land policy of the time. (Ise, p. 117).

In the Yellowstone Congress (and others since), there was much concern that we did not "lock-up" major natural resources from exploitation. The success of the Yellowstone legislation rested in large part on Congress being convinced of the insignificance of the resources, saying that the geysers were simply "curiosities" that people might find some interest in. Alfred Runte develops and fully explores this thesis in his excellent book, "National Parks: The American Experience," especially in the chapter, "Worthless Lands." Runte is convincing that the Congress of the time had "a firm (if unwritten) policy that only 'worthless' lands might be set aside as national parks." (Runte, p. 48). While recognizing the great wonders of both Yosemite, Yellowstone, and other early park creations, Congress was emphatic in justifying these reservations on a premise that economic interests would be little impacted, that the remoteness of these areas was such that man would never be able to even live there, much less exploit it economically. Mt. Rainier, for instance, was able to be established before the turn of the century in large part because there was little there to attract economic or commercial interests. As Ise writes, "It was a natural park and not much else." (Ise, p. 121).

This position, during the Congressional debates over Yellowstone, led to the ultimate question, "Why preserve something that the public could or would never see?" Senator Cornelius Cole of California stated that he had "grave doubts about the propriety of passing this bill... if it cannot be occupied and cultivated, why should we make a public park of it? If it cannot be occupied by man, why protect it from occupation?" (Congressional Globe, 42nd Cong., 2d sess., Jan. 30, 1872; Runte, p. 52). In part, because of questions such as this, Congress made no appropriations, in main because the property was considered "useless" to the federal government. (There also was a strong belief that revenue from concession operations would eventually allow the parks to be self perpetuating.) It may contain wonderful curiosities of maybe more than passing interest, it was argued, but in the long run, it was land worthless for commercial exploitation and, consequently, of no real use to the federal government. Runte goes even further and says that "throughout the history of the national park idea, the concept of useless scenery has virtually determined which landmarks the nation would protect as well as how it would protect them." (Runte, p. 49).

Without discussing the merits of his thesis here, it is true that it does become harder to protect vast tracts of natural beauty or scenery when economic resources are presented as just as significant. Look, for example, at the decade-long and still continuing battle over the Arctic National Wildlife Refuge in Alaska. Because large petroleum reserves may exist there, this has forced a divisive debate over the best use of the area, and has surfaced a debate between historic "multiple use/sustained yield" (MUSY) land policies, and the concept of "dominant use," brought recently to the forefront in the confirmation hearings for Secretary of the Interior Bruce Babbitt.

Although economic interests in the Yellowstone area were not absent — in particular was the strong interest and influence of the Northern Pacific Railroad and its recognition of the promise of tourist travel and "excursion trains" into the region (Haines, Vol. 1, p.173) — there were truly sound and unselfish motives that surrounded the creation of the park. Second Lt. Gustavus Doane, in contemporary writings about his experiences in the 1870 Washburn-Langford-Doane expedition, perhaps epitomized many of the ideal criteria of significance for a natural area national park:

> "As a country for sightseers, it is without parallel; as a field for scientific research, it promises great results; in the branches of geology, mineralogy, botany, zoology and ornithology, it is probably the greatest laboratory that nature furnishes on the surface of the globe." (*Sen. Ex. Doc.* 51, 41st Cong., 3rd Session; Ise, p. 15).

In the end, of course, Congress did pass the Yellowstone legislation, and over the next 30 years established several other parks. By 1906, and the passage of the Antiquities Act that would be of much influence in the growing park system, Congress had established eight additional parks (Yosemite, Sequoia and General Grant, Mt. Rainier, Crater Lake, Wind Cave, Sully's Hill and Platt). Ten years later, when the NPS was created in 1916, there were 13 parks and 19 national monuments.

The National Monuments

While economics were a factor in the establishment of the earlier park areas, exploitation of the resources by vandalism was the impetus behind the passage of the Antiquities Act in 1906. As the population continued to expand westward, vandalism on historic and natural objects began to occur more frequently. In particular, the vandalism and looting of important archeological resources eventually raised public alarm as to the loss of this resource. Pottery and other artifact hunters were stripping the archeological resources of the Southwest. The superintendent of Mesa Verde National Park — the park was created in 1906, but didn't include Cliff Palace until 1913 — indicated in the 1909 Secretary of the Interior's report that "Parties of 'curio seekers' camped on the ruin for several winters, and it is reported that many hundred specimens therefrom have been carried down the mesa and sold to private individuals." (Ise, p. 145).

As similar reports arose about other areas of the Southwest, there was increased public and professional dismay of such looting. Representative John Lacey of Iowa, already credited with legislative protection of wildlife, introduced the Antiquities legislation in Congress. Eventually Congress passed the Antiquities Act and President Roosevelt signed it June 8, 1906. The law authorized the President to "declare by public proclamation historic landmarks, historic and prehistoric structures, and other objects of historic or scientific interest... to be National Monuments." (16 U.S.C. 430).

This single piece of legislation has been responsible for the establishment by Presidential proclamation of 111 national monuments. Not all of these are managed by the NPS, and several of them have been abolished. However, today there are 76 national monuments managed by the NPS. The Act's importance in helping to protect areas of true national significance is large. Remember, for instance, President Carter's "last inning" use of this Act in 1978 to proclaim millions of acres of national monuments in Alaska, prior to the successful passage of the Alaska Lands Act in 1980.

The term "monuments," however, has always been confusing to some, especially when comparing to parks. Ise wrote in 1961 that "nearly all the national parks are areas of outstanding grandeur or of outstanding merit in some other respect; national monuments are areas which are not sufficiently outstanding to justify park status." Maybe. However, several outstanding national parks began life as monuments (Katmai, Grand Teton, Grand Canyon, Olympic, Badlands). Indeed, President Roosevelt made quick use of the Act, before the creation of the NPS in 1916, by proclaiming Devils Tower, Petrified Forest, Montezuma Castle, El Morro, Chaco Canyon, Lassen, Muir Woods, Grand Canyon and other areas as national monuments. More than any other legislation, until the transfer of the military parks to the NPS in 1933, the Antiquities Act changed and expanded the park idea. While greatly easing the process of protecting significant features, it also allowed an explosion of areas into a system yet to be created.

The passage of the Organic Act in 1916 establishing the National Park Service created a focal point for policy formulation for the expanding park system.

The Service and System

With the NPS established, and Stephen Mather and Horace Albright setting up the new Service, Secretary of the Interior Franklin Lane established by memorandum to Mather in 1918 the guiding policies of the NPS. In particular to the establishment of new areas, Lane wrote:

> "In studying new park projects, you should seek to find scenery of supreme and distinctive quality or some natural feature so extraordinary or unique as to be of national interest and importance... The national park system as now constituted should not be lowered in standard, dignity, and prestige by the inclusion of areas which express in less than the highest terms the particular class or kind of exhibit which they represent."

Mather was aggressive in his ambition to expand the new Service, but he must not have been attempting to do that under anything less than the highest standards (surely, he collaborated in writing, or actually wrote, Lane's memorandum). For example, Mather initially opposed the legislation establishing Lassen Volcanic National Park because, except for the sale of standing timber and mining, the Act allowed all other uses typically allowed in a forest. He later was glad that it passed, once he saw the country, and realized that later legislation could remove the "non-park" uses that had been included in the original bill. In fact, his successor, Horace Albright, did just this on a broad scale with legislation passed in 1931 that began the long process in legislation mandating equal management of all park areas. (Ise p. 223, 224).

Along with promoting and supporting some of the major western national parks, Mather was also interested in establishing parks in the East. One reason for this was certainly political, that parks in the East would increase the public support of the national parks and of the Service. A big stumbling block, of course, was cost. While Western parks were largely created out of the public domain, most Eastern land was privately owned, and would require repurchase by the federal government. Congress, so far, in the establishment of parks, had been exceedingly stingy on appropriations. Consequently, early legislation simply allowed the Secretary of Interior to accept donations of land in certain areas for park purposes (Ise, p. 248).

Mather, using some of his personal wealth, had a commission appointed by the Secretary to look for possible eastern park areas. The results of this commission, along with many other public and private efforts, resulted in the establishment of Great Smoky Mountains and Shenandoah National Parks (Mammoth Cave National Park also "tagged" along.) Although Shenandoah was reported as being "inferior" to the Great Smokies in terms of scenic values, Mather recognized the political advantage of its being closer to East Coast population areas (Ise, p. 252, 254).

Independence Hall, Philadelphia, Pa.
NPS photo

During his administration, Mather fought for and saw the establishment of 12 national park areas. Writing in 1961, Ise saw all of these worthy of park establishment, except for Shenandoah and Mammoth Cave, which he figured should have been monuments at best. He also disapproved of Hot Springs for park designation. It is interesting reading Ise, who wrote more than 30 years ago. Many of his "inferior" determinations are intriguing in retrospect, and support a conclusion of this article about the success of the NPS in defining significance once directed by Congress. Ise also expresses almost elation at the defeats of "park" status for Apostle Islands and Theodore Roosevelt, among others, yet easily passes over the purchase of raw land in Virginia in 1930 for a monument to build a replica of George Washington's birthplace. How would ANPR have looked on these areas in the 1920s?

Transfers of Military Parks, Historical Sites and Monuments

During all of the hullabaloo of the creation of monuments and parks, Congress had not been silent or oblivious to national war monuments, battlefields, and historic sites. Beginning with Chicamauga and Chattanooga National Military Park, and Antietam Battlefield, both established in 1890, Congress had since established many similar sites. In fact, Albright, who succeeded Mather in 1929 as director, was more predisposed to support historical sites and buildings (Ise, p. 344). As early as 1919, Mather had expressed opinions that these various areas, distributed among different management agencies, could better be managed under one command, namely the National Park Service. However, it wasn't until 1933 that legislation passed allowing President Roosevelt to issue executive orders to reorganize the executive agencies, and gave Albright what he wanted.

For the NPS, the resultant executive orders of President Roosevelt — on June 10 and July 28, 1933 — were major and significant changes. Almost overnight the NPS was suddenly responsible for, besides the existing parks and monuments, "All functions of administration of public buildings, reservations, national parks, national monuments, and national cemeteries..." (31 Stat 48). Also included under new NPS administration were the Arlington Memorial Bridge Commission, the Public Buildings Commission, the Buildings and Public Parks of the National Capital (about 700!), the National Memorial Commission and the Rock Creek and Potomac Parkway Commission. The NPS also received all national monuments being administered by the Forest Service, 11 national military parks, 10 national monuments, 4 "miscellaneous memorials," and 11 "national cemeteries." For the "national significance" argument, this was a change of major "significance." (Executive Orders Nos. 6166, 6228).

Recreation

The Depression years saw the creation by President Roosevelt of major public projects aimed at conservation, both of natural resources and of human resources. With legislation, such as The Parks, Parkway and Recreation Areas Study Act of 1936, and the Recreation Demonstration Areas established under the Federal Emergency Relief Administration, the NPS became involved in managing submarginal agricultural lands, and working with states to establish state park and recreation areas. From this evolved the establishment of national recreation areas. Those which were considered of more national importance than others were placed under permanent control and management of the National Park Service. Lake Mead was the first NRA, which was administered, beginning in 1936, under cooperative with the Bureau of Reclamation until its establishment as an NPS area in 1964.

Other recreational projects followed, with the establishment of national parkways (Blue Ridge, 1936; Natchez Trace, 1938). The battles to establish the parkways were almost purely political, involving debates about congressional "pork barrel" projects, complaints by eastern states that they were being discriminated against because most "parks" were in the West, and similar political arguments. Furious debate was initiated, with several other parkway bills introduced, including the extension of the Blue Ridge to Florida; a $100 million "park-to-park" highway from D.C. to Kentucky, and others. These were unsuccessful, but the George Washington Memorial Parkway, the Colonial Parkway, and the Suitland Parkway in Washington, D.C. were estab-

lished, to be administered by the NPS. (Ise, p. 420-422).

Beginning in the 1930s, NPS-related legislation greatly accelerated. As mentioned at the beginning of this article, between 1936 and 1940, recommendations for 773 NPS areas were considered (Report, Secretary of the Interior, 1944; Ise, p. 423) Part of the new area studies included several seashores, Cape Hatteras making national seashore status as a result in a 1937 authorization bill. Other seashore studies of the time included Padre Island and Assateague, which weren't authorized until 1962 and 1965, respectively.

Before we leave this period, it is interesting to note — in this present era of the large "Green Book" of recommended new park areas by the National Parks and Conservation Association — that in the 1930s there was growing opposition by conservation organizations to the establishment of inferior park areas that did not come up to "national park standards." (Ise, p. 439).

The Present

The administration of George B. Hartzog Jr. (perhaps on its way to mythological status) provided the next and most recent major direction and policy change since the Mather/Albright years. As Michael Fromme writes in his new book on the parks, "The Greening of America," Connie Wirth was the last director who was part of the Mather/Albright school, having worked with both of them throughout his career. This "school" came to an end in 1964 with the rise of Hartzog as director. Hartzog brought in the slogan "Parks are for People," and proceeded during his nine-year administration to add 78 new areas to the system, totalling 2,694,000 acres.

Director Hartzog believed strongly and succeeded in broadening the mission of the Service. In his introduction to William C. Everhart's book, "The National Park Service," he wrote:

> "In the early stages of the park movement, the mission of the National Park Service was to manage the parks, and its activities did not extend beyond park boundaries... today the Park Service can be considered a social institution, concerned with human as well as scenic and wildlife values... The ultimate test of the National Park idea is its ability to respond to the urgent needs of society... [Its] task is to ensure that the parks have a meaningful relevance to the daily lives of all of our citizens."

The 1960s was definitely the era in which Hartzog and the NPS were able to accomplish this. The concern for the environment and the increasing membership power of environmental groups was becoming quickly evident. As Fromme writes, "Congressmen who formerly considered national parks a luxury commodity and derided the NPS for "grabbing land," now found that new parks were good politics." (Fromme, p.23). Just as the Wilderness Act and the Historic Preservation Act further changed and expanded the Park Service role during the 1960s, so too did Hartzog's willful excursion into urban parks. With Hartzog came Gateway NRA, Golden Gate NRA, Indiana Dunes National Seashore and Fire Island National Seashore.

With these parks, along with programs such as "Summer in the Parks," Hartzog argued the benefit of making the parks relevant to urban Americans "who otherwise may never have had the opportunity to delight in the renewing and re-creating experience in such remote national parks as Yellowstone..." (Hartzog, p. 158). Walter Hickel, in the days when he briefly carried a national perspective as Secretary of the Interior, saw Interior and the NPS as being in charge of "resources that restore the spirit of man." (Hickel, p. 117). Previously argued solely for the wilderness and natural parks, this "spirit" is now restored while touring Independence Hall, the Lincoln Memorial or walking above the smog through the high chaparral of Santa Monica NRA.

Despite (or because of) the increased emphasis on recreation areas and urban parks during the Hartzog era, some believe today that it is his type of energy and leadership skill that the NPS needs as we head into the 21st century. Certainly Stewart Udall would agree, for he writes fondly of Hartzog in the introduction to Hartzog's book, "Battling for the National Parks":

> "Everyone who saw him in action or who entered what he called his "command post" at the National Park Service remembers the sense of mission — and the zest and drive — he transmitted to his co-workers. Hartzog... was a consummate negotiator: he enjoyed entering political thickets, and he had the self-confidence and savvy to be his own lobbyist and to win most of his arguments with members of Congress, governors, and presidents."

The last sentence is intriguing, for I doubt many employees today have the feeling that the National Park Service even *enters* into arguments with "members of Congress, governors, and presidents," much less wins any.

I mentioned earlier that the Hartzog era and Hartzog himself have taken on some aspects of mythmaking. There is little doubt of the political skill, charisma and dedication with which Hartzog managed the agency for nearly 12 years. (At a casual going-away party last year in Interior, Hartzog strolled into the room. Several park managers were present who had known and worked with Hartzog. A friend of his already at the party jokingly shouted out, "All rise!" as Hartzog entered. People laughed politely. Then, they rose).

Still, Hartzog the politician decried the management of the Service by political patronage. Writing in his book of his high respect for the professional park manager, he wondered "whether our national parks shall be managed by a singular professional cadre of career public servants or have their management sink quietly into the squalor of political patronage." (p. xvii). In this he was like Mather, who bluntly told politicians that park personnel would be appointed not on the basis of patronage, but on their merits as resource professionals (Fromme, p. 51).

In a recent speech at the National Press Club, Secretary Bruce Babbitt was asked why, in light of the reported offers of the directorship to Robert Redford and Tom Brokaw, that he felt the NPS needed "a celebrity Director" rather than a resource professional. He answered, "The Park Service does not need a celebrity director... [but] it does need a leader." Perhaps by the time you read this article, we shall know if this happened.

Conclusion

Just as the NPS is often seen as the flagship of the federal land management agencies, the designation of national park, I believe, is still seen as the flagship of the National Park System. Successfully fighting a significance battle with the public and in Congress over the establishment of park designation is philosophically easier than the same battle over a "lesser" designation. This explains, in part, the opposition of ANPR last year to the inclusion of a hunting authorization for a national park in the California Desert Bill.

In recent times, Director James Ridenour was the most vocal about expressing concern over the proliferation of "inferior" areas, publishing several articles and giving speeches warning about "thinning the blood." He understood, and expressed, the idea that employees and others "are beginning to understand that every time the Congress creates a new area that is not of national significance, they have 'thinned' the quality of the National Park System, both in terms of the availability of funds and the watering down of the quality of the system." He believed, in fact, that one of his most important accomplishments as Director was to "have brought the bureau back into the executive branch where it rightfully belongs... after years of domination by the Legislative Branch." (Courier, Nov/Dec 1992).

Parks are, of course, created by the political process, and they are often, too, politicized. An examination of crucial park battles throughout the 20th century often shows votes strictly along party lines. House committee staff today readily admit that the Subcommittee on Parks, Forests, and Public Lands is the most politically polarized of any of the committees. There has been much discussion about the past 12 years of the Republican administration, and a not completely unfounded belief that because of a lack of an NPS legislative program, the Democrat-controlled Congress simply went off on its own to create new park areas. Many argue that the Republicans simply rejected any intrusions on private own-

ership by adding new park areas. (However, in a recent casual discussion in a Washington restaurant, an NPS regional director stated his opinion that in general terms, the NPS has over time consistently done better in Republican administrations than in Democratic ones.) These arguments are hard to make determinations based simply on numbers. In the 102nd Congress, for instance, of the 29 new park area proposals, the administration supported 13 and opposed 16. Of the 10 new areas signed into law, the administration supported seven of these.

David Hume, the 18th century Scottish philosopher and historian, writing on the principles of government in the mid-1700s, opined that government is founded only on the opinion of the governed. This, Hume argued, was ultimately necessary in any type of government, whether democratic or despotic; that is, no matter what the strategy, for a government of the few to be successful in governing the many, the many must through public opinion accept certain premises. ("Essays and Treatises on Several Subjects," Morgon, p. 13). Edmond S. Morgon, in his book "Inventing the People," makes the point that this is a difficult task, for often the popular opinions required for the success of government "are often at variance with observable fact." Therefore, any government, in Morgon's opinion, "requires make-believe" and the "acceptance of fictions." (Morgon, p. 13).

The National Park idea is no different. In the late 1800s, as natural areas were being considered and established as national reservations, the public was nonetheless able to reconcile contradictions in their beliefs to accept both parks and commercial exploitation of public resources. Joseph Sax, in his book "Mountains without Handrails," observes that this dichotomy of beliefs is what allowed the parks to exist: "On the one side [was] a repugnance at the seemingly boundless materialism that ensued American life, a spiritual attachment to untrammeled nature...; and on the other a commitment to economic progress wherever it could be exacted." (Sax, p. 10).

The national parks, and the national park idea may have begun with various agendas of questionable purity. However, there is little doubt that the first results — Yellowstone, Yosemite, et. al. — required little "make-believe" to accept their true significance. And now, with more than 75 years of the Service, and more than 130 years of the System behind us, how much make-believe is required today to prop up the system? Have we left behind some grand and pure idea until today, a lengthening history of suspending our disbelief in the significance of all of the current 367 NPS sites has left the System worn and fragile?

Few would question that the Park Service in general, and park superintendents and interpreters in specific, are particularly adept at turning any sow's ear into a silk purse. We have very successfully sold, first to ourselves and then to the public, that if the NPS manages it, then it is certainly something worthy of the nation's attention and care. Certainly Congress, whether Democratic or Republican, believes this. We are really victims of our own success. The NPS is one of the first areas Congress will look to as it continues to divvy up the public lands, and slowly withdraws the broad discretion of multiple-use policies given public land managers throughout this country's history (Leshy).

Maybe this isn't wrong. Certainly within the context of managing these sites for the enjoyment of the people we have been successful. Yet, at what point in the future will this image, if it be fiction, become impossible to maintain? At park area number 370? 410? 1000? Only by continually questioning the true fabric and texture of new park proposals, and recognizing the fiction and the fact within them, will be able to pass on our true successes to future generations.

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The Park System as Canon: Who Are We Anyway?

Debra Shore

For some time now many of our nation's colleges and universities have been embroiled in an often-fractious debate concerning the "canon" — namely, what is to be included in that core body of work which any well or liberally educated person ought to know?

Those of you familiar with the debate know that previously the canon consisted almost exclusively of the works of dead white male European authors. In response to strident calls for greater diversity, and in recognition of the important contributions by those from different cultures, races and genders, the composition of the canon had become far more inclusive and varied. Even so, the issue of what views and which authors ought to be included remains a lively source of debate and discussion.

In the course of an intensive months-long examination of some our national parks, it occurred to me that our national park system — comprising sites of natural, historical and cultural significance — in essence constitutes our *national* canon. That is, our national park system includes not only the great American icons of the Grand Canyon, Old Faithful and Mt. McKinley, but also Eugene O'Neill's home, Thomas Edison's laboratory, Ellis Island and Civil War battlefields, among others. These sites, in the aggregate, have become a repository of what we value as a nation and thus reflect, at its most vital and abiding level, a sense of who we are.

Thus, as has happened at our universities, the Park Service's vision of who we are — and what are the essential constituents of our national identity — has undergone a necessary broadening. A quick look at recent additions to the park system certainly reveals an effort to be more inclusive and multicultural. Site No. 359, the Mary McLeod Bethune Council House in Washington, D.C., honors the lives and achievements of black American women. Manzanar National Historic Site in Lone Pine, Calif., Site No. 361, commemorates a Japanese-American internment camp during World War II. And Salt River Bay National Historic Park and Ecological Preserve in St. Croix, Virgin Islands, Site No. 360, preserves not only a biologically rich submarine canyon, but also seeks to interpret Caribbean history and culture and to demonstrate the impact of European exploration and settlement on the island's inhabitants.

These and other recent additions show, I think, that the Park Service has tried to be responsive to the cries for multiculturalism and to incorporate a more expansive vision of who we are as a nation.

Of course, if you accept my proposition that our National Park System contains (or should contain) the best and most significant elements of our natural and cultural history, then, one must surely ask, who is Alden Weir and is he an essential constituent of this national canon? Moreover, what are we doing with Steamtown, a made-up name without any geographic or historic roots? Does Steamtown — a federally designed and subsidized industrial theme park complete with rides for the kids — belong in our national canon?

If one considers our National Park System from this point of view, that the sites in the aggregate represent our national identity, then I am prepared to say that we are in trouble. It seems that we've lost our sense of purpose and a clear sense of who we are. (In this respect, no doubt, the National Park Service may merely be reflecting the turbulence and uncertainty prevalent across our country.)

As a barometer for inclusion we have stopped asking questions about essential significance and ask, instead, what can the Park Service do for us? Is the Park Service still the ratifier and steward of our key natural, cultural and historic sites or has it become merely an engine for local economic development and urban renewal?

Certainly there may be no simple agreement on what ought to be included in our national canon. (One might make a compelling argument, for instance, that Graceland is also a great American icon.) What constitutes this canon is clearly worthy of debate — a debate that may be both fractious and illuminating, as is the nature of our democracy — but in my view it must be rooted in this central question: who are we? ❖

Debra Shore is a Chicago-based freelance journalist who has written on National Park Service topics and issues.

The New Area Debate

Vaughn Baker
WASO

The debate over national significance stems from the early days of the National Park Service. While the debate has primarily focused on what types of resources are "nationally significant," economic considerations are coming to the forefront of the current debate. In addressing the issue of new areas at Rendezvous XVI in Spokane, Rick Gale posed the question: "How much is too much? I certainly do not have a ready answer, but clearly there has to be better economic analysis of the true acquisition and operations costs of proposed new areas than we have seen to date."

The debate isn't just internal to the National Park Service. At its last meeting of the 102nd Congress last October, members of the Senate Energy and Natural Resources Committee discussed the need to establish criteria that could be used to determine what should and should not be added to the National Park System. There was a general consensus that it would take the cooperation of both the Administration and the Congress to "rein in the willy-nilly authorization of parks" in order to come to some agreement of what areas truly merited national park status. The House Natural Resources Committee (formerly the Committee on Interior and Insular Affairs) has had similar discussion in the early days of the 103rd Congress.

In order to get this issue on the table at the beginning of the new Congress, Senator Malcolm Wallop of Wyoming, the ranking Republican on the Senate Energy and Natural Resources Committee, has introduced the "New Parks Study Act" of 1993 (S. 471). Wallop's bill would require that proposed additions to the National Park System (including expansion of existing units) be designated by Congress for study by the National Park Service. The study would consider the following factors:

- whether the resource is nationally significant, including but not limited to an evaluation of the area's uniqueness.
- whether similar resources are already protected in the National Park System, or by other public or private ownership and the degree to which such protection would achieve the purposes sought by inclusion of such resource within the National Park System,
- whether the unit is of appropriate configuration to ensure long-term resource protection and visitor use,
- the extent of nonconforming existing

Vaughn Baker was the Service's Bevinetto Fellow on the Senate's Energy and Natural Resources Committee in 1992 and currently is concluding a second year in Congressional Affairs in WASO.

or potential uses that may compromise management as a unit of the System,
- whether any other management entity other than the National Park Service would be more appropriate,
- public use potential,
- resource integrity, and
- the cost of land acquisition and development and the annual cost, for operation and maintenance.

The bill would also require the Service to develop and maintain a "single list of potential additions, including major expansion proposals, in order of their numerical priority for potential addition to the National Park System." This priority list would be based on the following:

- imminence of any threats to the resource or nature of ongoing degradation,
- extent to which similar resources are protected in the National Park System or by any other entity,
- the numerical priority of land acquisition for the proposed new area or addition relative to the numerical priorities of authorized but unacquired lands for existing units,
- the numerical priority of development and operation of the new area or addition relative to the other proposed additions and existing units, and
- the level of local and general public support.

At his confirmation hearing in January, Interior Secretary Bruce Babbitt responded to a question from Senator Wallop regarding prioritizing additions to the National Park System:

"Senator, I understand the dilemma. I would only add that the creation of additional national parks is not an administrative function. It is, of course, the act and the will of this Congress. And it seems to me that what I must attempt to do is be prepared to give my opinion on specific proposals that have been put forward by the members, mindful of the fiscal realities, and attempting to prioritize. I cannot, right here, tell you exactly how I am going to do that."

Some of the concerns that have been raised about S. 471 are putting the study criteria into statute including boundary expansion proposals along with new area proposals, and the requirement to develop a numerical priority list. As one reviewer of the draft bill pointed out, new area studies are not an exact science and developing a numerical ranking system would be extremely difficult. Another reviewer observed that the proposed study process is a "mechanical fix to a political problem."

ANPR has been asked to provide its views on S. 471 and the subject of new areas in general. As Rick said in his Spokane address: "We are somewhat on the horns of a dilemma. On the one hand, it is easy to take the theoretical high ground regarding national significance and adequate funding as an overall position. On the other hand, it is not so easy to take that same position for individual park proposals."

Please send your thoughts and comments on new areas to Vaughn Baker at 2769 January Court, Falls Church, VA 22043. ❖

NPS Policy on National Significance

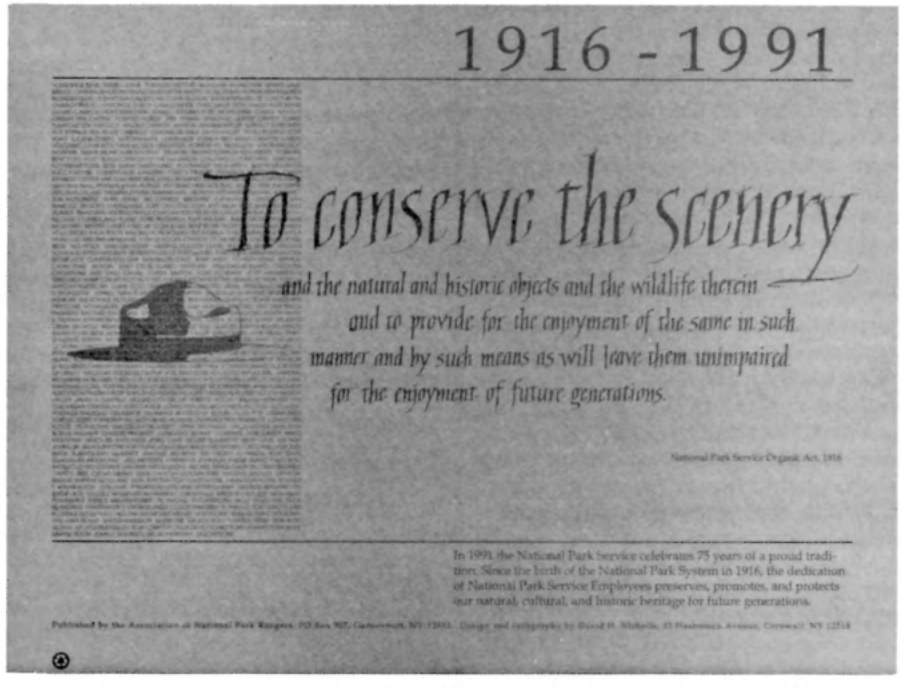
A proposed unit will be considered nationally significant if it meets all four of the following standards:

- It is an outstanding example of a particular type of resource (natural, cultural, recreational).
- It possesses exceptional value or quality in illustrating or interpreting the natural or cultural themes of our nation's heritage.
- It offers superlative opportunities for recreation, for public use and enjoyment, or for scientific study.
- It retains a high degree of integrity as a true, accurate and relatively unspoiled example of the resource.

An area that is nationally significant also must meet criteria for suitability and feasibility. These are defined as:

Suitable. Must represent a natural or cultural theme or type of recreation resource that is not already adequately represented in the system, or is not comparably represented and protected for public enjoyment by another land managing entity.

Feasible. Must be of sufficient size and appropriate configuration to ensure long-term protection of the resources and to accommodate public use. It also must have potential for efficient administration at a reasonable cost. ❖



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Point – Counterpoint: Rangers and Resource Management Specialists

One of the more interesting debates that has been common from our Rendezvous to the halls of the George Wright Society conference is the organizational structure of rangers and resource management specialists in parks and regions. Traditionally, resource management has been a collateral duty of rangers, but with the creation of the resource management trainee program, the specialists have in some parks remained in the ranger division and in others been separated out. There are arguments on both sides and the following is an open forum to air the issue. This section is a point-counterpoint on two approaches to the question. We encourage readers with additional comments or experiences to write *Ranger*.

Rangers in Resources — Absolutely!

Roger Rudolph and Bill Pierce
Olympic

"Back to the Future" has real meaning in the National Park Service today. With the budget cuts and the deficit staring us in the face, the rangers of the past are on their way back. But, as with the movie, they are coming back better educated and prepared to manage the resources of the parks.

The generalists of the past and the specialists of today are being combined into a ranger team of the future. They will be able to manage research, monitoring and implementation programs in the cultural and natural resources of our parks while orienting the visitors and neighbors about our mission.

Here at Olympic National Park, we are organizing to meet the resource needs of the future with a vision toward managing the cultural resources for preservation, interpretation and ethnographic cooperation while maintaining the principles of ecosystem processes in the natural resources. We are working with our neighbors and visitors to provide exceptional opportunities to them to experience and protect these resources.

We see our approach fitting perfectly with the Vail Agenda and specifically the Ranger Futures program that is part of the agenda. We are developing a strategic plan based on our vision and the Vail agenda and are linking our annual goals and our organization to this strategic plan.

We are taking an Olympic Peninsula-wide approach to our management and see each employee and neighbor as key parts in the future of the resources of the park. Our boundaries, like many parks, were not established on ecosystem borders and therefore we feel it is essential to work with our neighbors to protect these systems. But along with the emphasis by the superintendent that all employees are responsible for resource management, we have identified a specific segment of the organization to most efficiently manage these programs.

Division of Resource Management and Visitor Services – The division been established to coordinate all the cultural and natural resource management programs in the park and with our neighbors. The division has six branches to accomplish this mission and has kept overhead to a minimum while relying on cooperative efforts. The six branches are: Cultural Resource Management; East District Operations; West District Operations; Resource and Visitor Protection; Fire Management, Emergency Operations and Aviation; and Natural Resource Management. The goals for these branches are jointly established annually to meet the park's strategic plan. The budget is allocated according to the priorities set by all the branches.

Branch of Resource and Visitor Protection – This branch is managed by a criminal investigator (1811 series) with a staff of specialists to provide the expertise in investigations, undercover assignments, legal issues and coordination with the solicitor, U.S. attorney, FBI, the courts and local law enforcement agencies. Workload is determined by the joint goals and priorities established by all the branches and by events that occur.

Branch of Fire Management, Emergency Operations and Aviation – This branch is headed by the fire management officer (401 series). He and his staff provide the specialized knowledge needed to manage a complex natural prescribed fire program, an extensive aviation program with research, monitoring, maintenance and emergencies balanced against the wilderness mandates and an emergency operations program involved in oil spill responses, SAR, EMS, hazardous materials spills, and natural and manmade events.

Branch of Cultural Resource Management – This branch is managed by an archeologist (193 series) and includes a historian and an ethnographer. They provide the expertise to develop and coordinate a program to preserve and protect the ethnographic, historical and archeological resources of the park and the peninsula. They work closely with the Operations Branches and the Maintenance Division to assist in the protection, restoration and rehabilitation of these resources while allowing for visitor services and development.

Branch of Natural Resource Management – This branch is supervised by a natural resource manager (401 series) who has a staff of specialists in wildlife, vegetation, fisheries and wilderness. They are responsible for developing the resource management plan and providing the expertise to operations to implement the resource management plan. They also coordinate the research in the park and are involved in implementing many of the goals with Operations.

Branches of Operations, East and West – These two branches each are managed by district rangers (025 series) and staffed by subdistrict and area rangers along with seasonal rangers, SCAs and VIPs. These two branches are integral to the success of the resource management plan and goals, and often provide the resources to implement the necessary actions to manage the cultural and natural resources properly. They also are key contacts for all concession, inholdings, adjacent property issues and practices. They develop and implement action plans with input from the other branches to accomplish the annual goals and priorities in the resource management plan.

These are the people in the field who are the daily observers of the resource and can speak out about its status. They provide geographical focus on the resources while assimilating the many functions and specialties that are in the other branches and divisions. They assure that threats and concerns from outside the park are identified and handled with the neighbors.

The division is coordinated by a chief who is the resource management and visitor services manager (025 series). His primary function is to act as the team facilitator of all the members and branches so that they have a joint mission and the proper tools to accomplish the goals.

The key to success is one of commitment by all the team members to the park vision, strategic plan, and resource management plan and to one another to work together to accomplish them. The facilitator is there to assist in issue analysis, communications, decisions, delegation, facilitation and evaluation. The basic ingredients for success in our effort are people, communications and an atmosphere where issues and concerns are discussed openly and mutual respect provides a level of trust where each member's concerns are important to the team.

As with anything worthwhile, it will take commitment from all of us to make it work, but the cultural, natural and human resources demand this commitment. The generalist ranger is a key to this team, as is the specialist in history, air quality or wildlife. The development of productive, effective employees who have tolerance, creativity and flexibility to face the future in the NPS is essential to the resource and our own survival.

The resource future and the ranger's future are linked and the survival of both requires all of us to attain an attitude of unity and teamwork, one of seeking resource and team success, not individual success. That is our goal at Olympic and we will let you know how well we achieve it as we move toward the future. ❖

Resource Management as Separate Division: A Must

Jon Jarvis
Craters of the Moon

In my 17 years in the NPS I have worked as a protection ranger with resource management collateral duties, as a district ranger supervising resource management, as a resource management specialist working for a chief ranger, as a resource management division chief on the same level as the ranger division, and now as a superintendent.

One of my first official acts as superintendent was to give resource management divisional status separate from the ranger division. Having worked both sides of this question, I am convinced that resource management deserves, in fact requires, equal footing with all other park or regional divisions. These are my reasons:

The Lorax – The resource management specialist is the park "lorax" and speaks for the trees. This isn't always a popular position. It is the resource management specialist who often says to wait, slow down and consider endangered species, hazardous materials, revegetation, fish spawning, archeology, erosion or any number of resource concerns before a park project plows ahead. Those projects often are the pet of another division and delays can create resentment and even hostilities that must be managed by the superintendent. The resource management specialist must feel free to speak as a peer within the group of division chiefs.

Dividing the Pie – At periodic points in the park year, the proverbial "pie" is divided by the division chiefs and the superintendent. Sometimes it is a money pie and sometimes it is a priority pie. Those at the table will each get a piece: maintenance, rangers, interpretation and administration. There will be discussion and give/take and the size of each piece will vary accordingly. But what if resource management is represented by the chief ranger? Then they must share the piece that is obtained for the rangers and even if they get one half of that piece, it always is less than the other divisions. That equates to less funding and less influence in the priorities.

Access is Influence – The ultimate decision maker at the park level is the superintendent and those with access to him/her have the greatest influence over the decisions. As a former resource management specialist, direct and unfiltered access to the superintendent was my most valuable tool in ensuring the resource was considered in park decisions. As a superintendent, it is imperative that the resource management specialist has equal and free access to me at all times, to question park projects of any other division and remind me of resource concerns that may have ecological, political or public opinion consequences. In this day of increasing scrutiny, to layer that access is to my own and the resources' peril.

Too Many Hats – Today's chief ranger has a complex job of visitor and resource protection, EMS, SAR, structural fire, fee collection, campground operations, interagency agreements, aircraft operations, drug enforcement and wildland fire. Often included are collateral duties of safety, boat operations, commercial vehicles, ICS, radios and special use permits.

Every one of these functions has a body of regulations, policies and guidelines that require professional attention. To add the entire body issues of resource management on top of this is to create too many hats for one division chief to handle effectively.

Complexity and the Long Term – The issues facing parks today are resource issues: visitor impacts on front and backcountry resources, boundary encroachments, loss of biodiversity, threatened and endangered species, air quality, water pollution, hazardous materials, global warming and more. The future of park integrity hinges on an aggressive resource management, monitoring and research program and the incorporation of the best available scientific information into park planning, decision making and boundary relations. The acquisition of this information is a high park priority. It must be continuous over the long term and not subservient to day-to-day priorities that frequently dominate ranger operations.

It is time to rethink our organization, as many parks are doing, and determine what is best for the park and the resource rather than what is best for preserving tradition. The generalist ranger can retain a strong role in resource management and protection without direct line responsibility over the function. In fact, the job, career and even grade can be enhanced by the presence of a separate resource management division that can devote full attention to a comprehensive program and feed the information back to the rangers for their own goals and objectives.

While generalist rangers have served the NPS well for the last 75 years and still are an integral part of the NPS organization, they are not enough to meet today's demands. What we need are professional resource managers, scientists and specialists with the education, access, clout and funding to tackle the issues. We must give them the organizational standing to help lead the NPS into the next century. ❖

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Public Employees for Enviromental Responsibility (PEER) is sponsoring the second annual Protecting Integrity and Ethics Conference Nov. 5-6 in Washington, D.C. Highlights will include:

- Workshops to inform environmental and land management agency employees on the basics of organizing, free speech rights and issues of scientific integrity.
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- Informal networking among environmental activists, employees, federal and state agencies, and Clinton administration officials.

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Preparing for a Leadership Role

Ken Mabery, El Malpais
and
Jeff Karraker, Capulin Volcano

"[The] Park Service is suffering from a leadership problem... It needs life pumped into it."
— Congressman Bruce Vento
Washington Post, March 10, 1993

Although some in the Service may take exception to Bruce Vento's statement, it illustrates a false impression: Leadership is vested in a few positions at the top of the organization.

In reality, leadership roles are only limited by the vision and mission orientation of employees at all levels in the Service. The difference is the zeal and energy with which individuals apply their leadership talent. As we witness every day, field employees apply leadership skills differently than a supervisor, mid-level or senior manager might apply those same skills.

Steve Mather had an insatiable love for this country's wildlands. As he traveled, he became disenchanted with what he saw. In a landmark letter to Secretary of Interior Lane, he vented his frustration with the management of the national parks. In a reply that is now legend, Secretary Lane said: "If you don't like the way the national parks are run, why don't you come down to Washington and run them yourself." Mather provided the vision — the leadership — to tackle a problem in need of innovative solutions. Lack of an organization did not stop Mather.

Years later, Connie Wirth wrote: "One of the National Park Service's most important assets is our management talent." This could easily be translated as "leadership" talent. Managers provide the direction and policy that keep an organization unified and on a consistent course. Leaders provide vision and innovation to handle tomorrow's issues, consistent with the agency's mission and goals. Managers are not always leaders. In some cases, managers are chosen primarily for their skill in providing a steady, well-considered influence on the work unit. Leaders, on the other hand, are motivators and visionary. Of course, the best scenario is when the manager is also a leader.

As we have often heard, leaders are *made*, not born. Leadership skills can be observed, learned and applied by anyone. We have gathered some ideas on how to seek out, emulate and develop a personal leadership style. The best way to approach this exercise is to focus on a goal of improving performance in your *present* assignment. There is no one *proven* method to develop new skills, but there are common elements among the volumes of work on this subject. A good first step is to apply the theories and practices of effective adult learning. Here are the basic steps for setting up your personalized self-development program:

▶ **Know thyself.** Develop the ability to appraise yourself objectively. Reflect on and learn from your accomplishments and strengths. Look at your shortcomings and weaknesses as well. People are usually more critical of themselves than are others, but we all have blind spots: areas where we feel that we excel, yet others see as less than our best. One objective evaluation method is a scientific assessment such as Meyers-Briggs or Management Assessment Profile (MAP). Contact the Employee Development Centers or your regional training officer for assistance in finding an assessment. Some of the readings suggested at the end of this article also provide objective assessments of one kind or another. Concentrate on developing those areas where you are weakest. This leads to:

▶ **Take charge of your life.** Development is your responsibility — own it! A proper setting for learning can help, but the key is *self-development*. Leadership style is personal, so make your developmental program personal. Create opportunities that take advantage of your present situation to develop new skills and abilities. Take the "risk" of lateral transfers. They provide more depth of experience and exposure to other leadership styles. Some might click for you; others will be uncomfortable. Seek outside opportunities to develop confidence and skills. Toastmasters, civic/service clubs, educational courses and non-NPS professional contacts have much to offer. Selecting officials often take a strong look at these on the SF-171.

▶ **Allow others to provide honest feedback.** Ask for constructive feedback from a cross section of co-workers, supervisors, subordinates, friends and family. One of the hardest tasks, and one of the better learning experiences, is to ask how others perceive your performance. If you miss out on a job, call the selecting official and find out where you are lacking. Don't take any one person's feedback so seriously that you become afraid to act — to make decisions — but don't completely disregard it either. Remember that perceptions are real from the other person's point of view.

▶ **We learn best by *doing*.** Many courses use role playing and real-time exercises to simulate this process. Try new methods and ideas by applying the lessons outside of the classroom as soon as possible. Give new approaches an honest chance until you find your own comfort area. Volunteer for appropriate assignments that allow you to stretch your abilities and discover strengths and weaknesses.

▶ **Develop perseverance.** Treat your self-development program as a continuing process. The acquisition of leadership skills is a lifetime job. One training course or supervisory position does not a leader make. Continually strive to push your comfort envelope.

▶ **Take a page from someone else's book.** We learn from others. Observe other leaders (those you consider to be good *and* bad), to gain an understanding of their basic assumptions, how they select their preferred actions, and how this fits with your assumptions and comfort level. Are their pressures the same as yours? To enhance learning, remain objective.

You can learn something about your leadership potential by reviewing past performance appraisals. Review performance elements that address working relationships (both formal and informal). If your ratings, from the same supervisor, have been consistent over the past few years, perhaps you should concentrate on developing these skills. Consistency in your ratings could mean that your supervisor hasn't seen you stretch your abilities. You may be improving, but at a slow rate that is hard to define. If the six learning steps are the map, what is the vehicle that will take you to your destination? Your plan (vehicle) will be unique because your background and experiences are unique. Your plan must realistically meet your goals while allowing you to meet the needs of you present job. If you concentrate on developing one knowledge, skill or ability to the exclusion of other important elements of your job, your efforts will not be perceived in a positive light. Remember to maintain a balance.

Initiate frank, open discussions about your present abilities and goals with supervisors, mentors and peers. Performance appraisals may not adequately reflect which leadership skills you are really good in or need to concentrate on. You may want some input on how to seek and find developmental experiences. You will certainly want an outsider's view of how realistic and achievable your plan is. Be receptive and willing to make sacrifices to achieve elements that are important to the overall success of your plan. Each time you give something up to keep on the right track, you learn about an important element of leadership: developing alternate solutions. Alternative methods and back-up plans are critical to the success of your plan since circumstances around you are continually changing.

There are two basic ways to go about developing any new skill or ability: formal and informal training. Both have advantages and disadvantages, so the best plan will contain both opportunities.

When assessing formal training opportunities, look first at the short-term benefits. The greatest benefit from formal courses is gained when learning is applied immediately, usually within a year. A course on facilitating meetings will be of little benefit if there is no opportunity to apply it for a couple of years.

On the other hand, teamwork and perfecting alternatives are skills that can be applied in any work situation and many volunteer activities. It is no accident that the one-page training nomination form asks for an assessment of training benefits to you *and* the Service. Both must be present for effective learning. Benefit to the Service guarantees application of the new KSA on the job, which leads to further personal development.

As you examine formal training opportunities, look outside of the Service. Community colleges, alternative learning centers and continuing education programs often have applicable course offerings. Larger cities offer a variety of seminars by professional instruction companies that are designed to address very specific KSAs. Rather than a course on supervision, for example, seminars may address ethnically diverse supervision, problem employees, the performance appraisal meeting, and a host of other specific issues. These usually run from one to three days and cost between $50 and $300. Correspondence courses can be an inexpensive alternative. Usually, a 40-hour course can be spread out over four to six months. If the course is directly related to your present job, supervisors may be persuaded to allow some time on the job to complete lessons. **ANPR puts out a training opportunities catalog that includes addresses of the larger seminar companies and a variety of correspondence schools. Contact your regional ANPR representative for a copy.**

Formal training can be a problem if the park is short-handed or you have little free time. What happens when you sign up for a course and get called away for a family emergency or emergency assignment? Often, tuition or pre-registration fees cannot be refunded. Informal training, on the other hand, doesn't have this limitation, and opportunities are everywhere. For example, read books on leadership techniques and observe others' actions. A diary or journal of your observations helps to evaluate findings and reinforce the learning. Eventually, a pattern of skills that you are comfortable with will emerge. Remember to record skills and abilities, not personalities. Sometimes informal training is harder to document. It always requires more self-motivation.

Other informal training opportunities include special assignments, in-park (outside of your normal duties) and out-of-park (either outside or within your normal duty area), committee, "acting" or temporary assignments, field/observation trips, and membership in professional organizations. Each exposes you to new methods, new teams and leaders and, perhaps, to innovative leadership practices.

Don't forget membership in professional organizations (such as ANPR, ANPME, NAI and George Wright Society). Often this is where your peers are trying innovative ideas, and where alternative leadership styles interplay more freely. There are opportunities for you to demonstrate leadership by volunteering to help conduct the business of the organization. The newsletter or journal shares valuable information about the organizational culture and the acceptable range of leadership styles.

Now that we have examined *how* to learn leadership skills and *methods* to achieve that learning, let's examine the knowledge, skills and abilities needed to become an effective leader.

Leaders have a broad perspective. Decision-making processes that consider only one park and/or discipline may solve the problem, but will not help to solve bigger issues, and may in fact complicate future decisions. Specialist positions should pay particular attention to broader viewpoints and learn to incorporate other disciplines' needs in the decision process. This creates solutions that are better able to withstand the test of time. Not all decisions lend themselves easily to this process. Deciding the best course of action to effect emergency repairs to a facility, for instance, may not require innovation, unless other problem(s) require correcting in the process. In developing a broader viewpoint, you also will develop the ability to accept change.

Acceptance of change is an essential element of effective leadership. Develop the ability to embrace change, to see proper changes and be an instrument for effective change. Some people accept change more than others, but almost everyone has some reluctance to change. Change just for the sake of change is not advocated. Rather, focus on the ability to effect change that helps the organization evolve in line with its mission. This is achieved when there is a merging of professional skills — those that have been developed in field and specialist positions — with leadership and management skills.

Focus on the needs of the job. To get the right job done at the right time, effective leaders are interested in such traits as initiative, neatness, loyalty, enthusiasm, integrity and decisiveness. But these are abstract traits that are hard to define. In the beginning at least, it is much easier (and more desirable) to focus on tangibles such as performance, products and progress. Concentrate on leadership job skills such as: planning, decision making, communications, coordination, negotiating, motivating, time management, effective listening, accountability, conflict resolution, innovation and goal setting. Although these are teachable skills, they also are abilities that must be practiced and refined continually. The way they are used will change over time. "Management by objectives" was barely practiced 20 years ago in the Park Service; now we are moving beyond that concept to "total quality management."

Challenge yourself by setting high expectations and standards. Constantly search for new and better ways of doing your job. People who choose to stay in one job for a long time, and yet stay fresh, vibrant and innovative, are masters at this process. Such a person might make a good role model. Avoid complacency. Don't fall into the trap of "because that's the way it's always been done," or "that's the way my last park did it." That's the easy way. Learn what you can from others and past ways — there is no reason to re-invent something as perfect as the wheel — but explore appropriate innovations. Take the lead and rally your unit to find new solutions. Some will have to be rejected, but others will have real application either in the current decision or later.

A knowledge of the constraints and expectations that define the organizational philosophy is also important. This includes the history, organizational culture, assumptions and methods of operation. Know the laws and regulations that govern Park Service operations and constrain/guide the NPS and the Department of Interior. It is also necessary to have or develop some knowledge of how the U.S. government works and constitutional limitations placed on the executive branch. Understanding how these pieces operate and interact, formally and politically, provides a framework for decision making and acceptable change. For example, an organization that values its employees over quality of production, will see production-minded leaders as less effective and less successful than those that favor people.

Finally, the public influences and places demands and expectations on the Service. It is difficult to keep up with these outside forces. How and to what extent do they influence what can and should be done? Changes in demographics, economy, technology and social structure influence how the visiting public, media and others see the Service and how they accept its leaders. Consider, for example, the changes in public response to government spending between the Bush and Clinton administrations.

Many books have been written about the theories, philosophies and approaches to developing leadership skills. This article synthesizes an approach to an individualized program.

The rest is up to you. Challenge yourself. Don't fall into the "if only... " trap: "If only my boss would let me... " means that it is time to seek alternative methods of getting to your goal. "If only I had the time... " means that you need to take control and assess the importance of that task.

(Continued on page 34)

Rendezvous XVI Workshops

Because of space constraints in the spring issue, it wasn't possible to print the following three workshop reports from Rendezvous XVI. Kathy Smith, a manager in the Department of Energy, wrote the first report. She also has worked in the National Park Service, Coast Guard, Air Force and Navy. Deanne Adams, chief of interpretation at Shenandoah, wrote the second report. Wendy Lauritzen, a range conservationist at Great Basin, wrote the third report. Each author has expertise in the area covered in her report.

Realities of a Female Manager

Kathy Smith
Department of Energy

As the competence and talent of women become more accepted and recognized, and as women become more confident and comfortable with a more powerful and influential role, a dynamic change is occurring within all organizations — more females are becoming managers.

This event is changing organizations forever. Women have a different style of management and they communicate differently than men. Moreover, people have different expectations of them than their male counterparts. This article will focus on the different ways women and men manage and communicate. It isn't to place a value judgment on behavior nor to suggest a division between men and women. Instead, it is to point out the realities of these differences, put them in perspective and show how this diversity has enriched the workplace.

Being a manager is a difficult job. You have all too many "masters" to please and many times none are happy. You must remain focused in spite of competing priorities and professional/personal interferences. You must lead, inspire and ensure that organizational goals are carried out. As simplistic as it sounds, it is not. Organizations are filled with complexities such as budget and resource reductions, shifting priorities, critical program reviews, and work performed by individuals each with their own different personalities, problems, strengths and weaknesses.

This is compounded when you are a woman manager. People, males and females alike, have certain stereotypical expectations of you. They, moreover, have particular biases about women and their role in American society. Our job, henceforth, is even more complicated by a set of dynamics between us and our subordinates and bosses.

Background

Women were raised to be nurturing, caring mothers and were channeled into the nursing and teaching professions. They are your best friend and confidant. Employees, therefore, expect that from their female bosses. They expect them to act like their mother, wife, daughter, etc. As a result, there is a certain level of discomfort and friction when the female boss doesn't act in this expected nurturing, caring fashion.

This is a catch 22 for women. If they aren't nurturing and caring, people are offended. If always nurturing and caring, they aren't effective. In addition, when people think of the ideal manager, they think of the impersonal male attributes, not the caring and nurturing traits. While women don't want to act like men, they want to be respected, taken seriously and be effective managers.

Girls are raised much differently than boys, which accounts for most of the differences. It also explains the different way in which women act as supervisors/managers. Understanding these differences is important to keep interactions in perspective. It further helps us understand ourselves not as individuals but as individuals imprinted by society and channeled in a certain direction. In addition to our family, TV, church, school, day care and other members of society, have had tremendous impact on us. Children are subjected to a wide variety of people who unwittingly or wittingly impose their values and beliefs on them.

Boys are raised to be independent, aggressive, strong, powerful and protective, while girls are raised to be dependent. Boys are raised realizing they must support a family while girls understand that they still have the option to depend on husbands when they remain at home with children.

Studies have shown that less is expected of girls. Therefore, girls, and later women, don't realize their full potential and generally speaking have lower self-esteem. As supervisors, moreover, they tend to set lower goals for themselves and their organizations.

As children, girls are protected and discouraged from participating in any activity which may harm them physically or emotionally. Boys, on the other hand, are taught to be tough and take chances. In the work world, this translates to men generally being more inclined to take risks.

Communication

The book, "You Just Don't Understand" by Dr. Deborah Tannen, discusses how men and women communicate differently. This book puts male/female relationships in perspective and is a wonderful interpretative guide. After reading it, it is easy to understand why so many communication differences occur.

Tannen suggests one of the biggest differences between men and women is independence. She asserts that men are independent while women are interdependent.

Tannen believes men's relationships are hierarchical. In the course of their interactions, they negotiate status within the hierarchy. They are careful not to subjugate themselves to others, including superiors. As a female supervisor this behavior may be mystifying and misinterpreted. Men view discussing problems as a sign of weakness. To engage others in the solution would suggest their inability to solve problems.

Women on the other hand, seek to discuss problems. If a woman wants to discuss a problem with her male boss, chances are, if he is like my boss, he will want to solve. In reality, all she wants to do is "bounce something off of him."

Bosses may find that their male subordinates don't bring many problems or issues to their attention, seeking to handle the situations themselves. These subordinates will also be less likely to ask for guidance.

Men are very comfortable in the role of giving information, but not accepting it. Again, they believe they are placed in a subordinate role when receiving information.

Men speak to relate information; women speak to interact. This Tannen calls "report talk" versus "rapport talk." She suggests that men negotiate for a place in the hierarchy by displaying their knowledge and skills, telling jokes and imparting information. They are tied together by sports and activities. Since they grew up playing in large groups (e.g. sports), they learned to deal with individuals on an impersonal level. Women, who grew up playing in small, intimate groups, speak to establish connections and glue their relationships.

Men may not share with us much information not only because of their independence, but also because they report facts. They tend not to discuss extraneous information. At times, it may appear that they aren't sharing everything. They are, however, sharing information they believe is relevant. All else is immaterial and not worth discussing. Women, however, discuss other peripheral issues, such as the why, where and what.

Men can confront and argue and then be friends. Women, on the other hand, avoid confrontation and are peace seekers.

Tannen maintains that men are competitive due to their struggle within the hierarchy. They will turn a noncompetitive activity into a competitive one (e.g., golf bets, who runs the fastest, who will lose the most weight, etc.). They know where they rank among themselves. Women, on the other hand, aren't very competitive and tend not to care where they rank among other women.

Men perceive themselves as problem solvers. They are frustrated with women's desire to repeatedly discuss problems. Women, on the other hand, find discussing problems a way to establish rapport and connect with one another. It furthers their interdependence.

Some women may not be effective problem solvers. As mentioned earlier, many women have lower self-esteem, lower expectations for their units, and are reluctant to take risks.

Women tend to speak indirectly, whereas men speak directly. For example, while sitting in a cool room, a woman might mention it is cold and drafty. After saying this a few times and seeing no action, she may display some irritation. What she really is saying is, "Please close the window," and when her husband

doesn't respond, she gets upset. The man, on the other hand, will speak directly and say, "Close the window." At times, this can be interpreted as an irritating order.

Women tend to defer to men and be less assertive even if they are the authority and expert. Men tend to assume the role of expert. Studies have shown that when women are in a group with men, they will say less and allow men to interrupt and dominate a conversation. Men interrupt, according to Tannen, because listening is a subordinate activity in their realm of hierarchy. Since women don't share this struggle, they will defer to men and allow them to dominate the conversation.

Traits of a Female Supervisor

Women have been supervisors for years, but not until the numbers increased have researchers focused attention on the way women manage. Not surprising, the skills identified in the research show that women manage in a more personal manner reflective of their upbringing. A study conducted by Judith Rosener, Ph.D., of the University of California at Irvine, concluded that women tend to lead in ways which heretofore were untraditional and not accepted as appropriate managerial skills. They share information and power with employees. They interact with employees and encourage employee participation.

Women executives interviewed for the March issue of Working Woman, indicated that they "flattened" their organization and abolished the traditional male hierarchical structure.

Actually, some of the tenets of "total quality management" (TQM) are traits of the female manager: specifically, employee participation in the organization, and employee involvement in problem solving.

Management Style of the 1990s

Women have greatly influenced the management style of the '90s. Because more and more women are reaching positions of management and influence, the management style has become androgenous. It is a combination of male and female traits. It blends sensitivity and interdependence with power and risk. If a woman only has female traits, she won't be taken seriously. If a male exhibits only masculine traits, he won't be effective. Current management philosophies emphasize employee empowerment and participation. The '90s will bring a more sensitive and communicative style of management. Managers will invite employees to participate in problem solving and decision making. They will care about how an employee's personal life is affecting the job. They will encourage and provide opportunities for alternate work schedules, working at home and dual career assignments to accommodate personal situations. Instead of seeing a woman as less committed when she has children, they will be sensitive to issues such as day care problems and sick children.

Summary

By blending the traditional style of management with the personal style of women, the workplace has been enriched. A new androgenous manager is emerging and soon will be the manager of the future. ❖

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:

- A major medical plan which provides comprehensive health care benefits for you and your family, with up to $4 million maximum lifetime benefits per insured person, a choice of deductibles, affordable group rates and comprehensive benefits in and out of the hospital.
- A short-term, self-writing policy developed specifically for temporary employees. A managed health care system to ensure you and your family receive the best care possible while controlling the medical costs, featuring a $2 million lifetime benefit, freedom to select doctors and hospitals of your choice, and a choice of deductibles.
- Group term life insurance, an inexpensive way to establish financial security for your family with maximum life insurance protection up to $3 million for members and spouses, optional dependent coverage, and non-smoker discounts.

If you'd like more information on these programs, write to Seabury & Smith Associates, 1255 23rd Street, N.W., Washington, DC 20037, or call 1-800-424-9883.

What is Good Interpretation?

Deanne Adams
Shenandoah

A panel of five National Park Service managers from a variety of divisions discussed what they saw as good interpretation. Here is a brief summary of each presentation:

Jon Jarvis, Superintendent, Craters of the Moon:

The core of interpretation should be dealing with resource issues, even if those are controversial issues. As a rule Service programs haven't been open to controversy. In fact, there have been blatant examples of management steering interpreters away from controversial issues. Example: A Yosemite interpreter who started his program with the question, "What would you be willing to do to be sure your parks are part of the fabric of American life? Would you be willing to reduce your use of electricity..." He was "rehabilitated" and his program cleansed of controversy.

The Service has more than an opportunity to inform. It has the responsibility. We are doing the public a disservice by feeding them pablum. We lead them to believe parks are doing OK when we don't deal with critical issues. The public's ability to measure impacts is limited by lack of experience, so interpretation must bring information into focus: convert research information into something meaningful and understandable. The public is tired of hearing half truths. We need to give them solid information. Management must set the stage. Interpretation must be allowed to take the information and run with it.

Noel Poe, Superintendent, Arches:

In a democracy public opinion counts. We can't keep parks unless we have support for parks. We must put into a person's mind the value of park. The emphasis should be on the person, not the visitor. It's easy to preach to the converted. We often do that with our park visitors. Most visitors already have an environmental ethic. It's a challenge to reach those who don't have the message. We have to use education programs, media, publications and more.

What is good interpretation? Look at Tilden's book again. Stress this in seasonal training. Provoke your audience and relate to their lives so they will take the message with them and make a difference at home. Sometimes in interpretation we get caught up in media. We don't have the resources to compete with Hollywood, but we offer what Hollywood doesn't — a personal presence and a person with a love of the resource. We must keep interpreters up to date on controversial issues. On issues we don't have a position on, interpreters need to state that and not box themselves in. We need to give interpreters good resources. On a recent program audit I discovered the interpreter didn't know about

Interpretive ranger shares history with park visitors. *NPS photo*

our resource management plan and the project statements. These are a potentially good resource. We quickly put copies in the library!

In tough budget times, interpretation always seems to be the area to cut. Why? Is it seen by management as a frill? Or are programs cut because it is a visual impact for visitors? Interpretation isn't a frill. We can't continue to cut a little from everything. This year we are seriously considering closing our campground instead. We need to take more actions like that.

Kevin Caan, Chief of Maintenance, Yosemite:

When I attended Introduction to Park Operations at Albright, Ron Thoman held me spellbound for five days. When I left I felt I'd been to Mecca. Ten years after my Albright class I found myself in Washington for a few years and realized I was losing my sensitivity to the resource because I no longer had daily contact with interpreters. Interpretation had impacted my soul and conscience and I missed that.

Interpretation should answer what is good stewardship. Interpreters hit only a small percentage of park visitors. Maintenance workers hit a high percentage. We aren't going to make interpreters out of maintenance staff, but we can give them the resource sensitive answers, the resources to talk to visitors and to take care of the resources. We need to get to administrative officers and chiefs of maintenance long before they become chiefs.

Melody Webb, Assistant Superintendent, Grand Tetons

Interpretation must have substance. The interpretive tricks shouldn't take away from the interpretive story. What is significant about this park? What is unique? The "common soldier" story gets old if it is told at every battlefield. Don't forget continuities: make sure we as a park understand the Service as a whole. We do need to provide some context for the park story, but that content needs to slip in, needs to be subtle.

Good interpretation is more than enthusiasm. If all a visitor remembers is that the ranger really loves this park, we haven't done our job. Interpretation must support management. You need to sell my goals and build my constituency. Good interpretation will bring understanding and appreciation of the resource and its history. We have to make interpretation accessible and we have to reach special populations. The greatest interpretation stimulates the imagination and inspires the visitor to change.

Deanne Adams, Chief of Interpretation, Shenandoah:

Good interpretation is a creative process that depends upon fundamental building blocks: the NPS mission, park themes and objectives. Those park themes must have the agreement of park management if the interpreter is to be effective. Once the specific, focused theme of one program is selected, then the interpreter can look at ways to incorporate current issues as appropriate. Some fit, some don't. One program can't cover them all. Focus. For example, a star walk is a perfect time to talk about air quality.

Remember Tilden's principles. They work. We not only educate, we hook park owners so they understand the park, love the park, and ultimately are provoked to protect and support the park. Our challenge is to provoke, not depress those visitors. They are on vacation, after all! They most likely will be motivated to take action if they aren't depressed.

Viewing the parks as classrooms is essential for the future of our parks. But the visitors and owners of today are essential for park support now. We can't overlook our traditional users for the new education movement. We have to change with our traditional users. New cultures are coming in. Are we addressing their needs?

Management's role in making a good interpreter is crucial. Good managers can give us the right climate for growing good interpreters. ❖

SF-171 Preparation

Wendy Lauritzen
Great Basin

The workshops were presented by Wendy Lauritzen, range conservationist; Kathy Billings, management assistant, and Patty Clump, personnel. While the SF-171 workshops were targeted for employees who are new permanents or seasonals wanting permanent status, discussions were applicable to all employees. Recent changes in the Merit Promotion Plan (dated 9/91) have made a significant change in the manner in which SF-171 and KSAs need to be developed. Personnel officers at local parks can supply a copy for those who wish to become familiar (i.e., actually read it, not just leave it on your shelf) with this document. Here are some of the items highlighted in the workshops.

Vacancy announcement statements required to be included in an application are listed in the Merit Promotion Plan. Among some of the well-known criteria, some items that have changed or require a closer look include:

Description of Who May Apply

This section of the vacancy announcement may read: "Applications will be accepted from... applicants eligible for non-competitive appointment based on a special employment program appointing authority... such as handicapped, Vietnam-era vets... " Although not specifically stated in the vacancy announcement, these special appointments, or hiring authorities, include the Administrative Careers with America (ACWA), OPM registers, the ACWA-related Outstanding Scholar Program and the Bilingual/Bicultural Hiring authorities. (These programs may have restrictions, such as being a GS-5/7/9 position and make the Intake Trainee Program open to some non-status applicants. ANPR's publication, *A Guide to Becoming a Permanent Park Ranger in the National Park Service*, gives more details on these programs.)

If you have a reachable (usually high) ACWA score or qualify by Outstanding Scholar, etc., you can be name-requested for hire from the OPM office, which maintains these separate registers. The problem lies in how to get the hiring official to consider you for the position and follow through with a name request. Follow the application procedures listed in the announcement (including KSAs) and send a cover letter explaining what hiring authority you are applying under, that a name request will need to be completed, and indicate your ACWA score if applicable. Don't be surprised if the selecting official isn't aware that this procedure can be done. (If your score is too low or your name is out on another certificate, you will be unable to be reached on the OPM register and forwarded to the park.) While your KSAs won't be rated, they will be helpful to the selecting official who would be considering your application

among other applicants listed on separate certificates. Realize when you apply under these circumstances, you are competing for the attention of the selecting official against status applicants (GS-5s, 7s or 9s) who are likely to have received training and experience that isn't available to seasonal, non-status personnel. Still, it's a better shot than nothing and it is your choice as to apply or not.

Statements to be Included on Announcements 1) Attachments not requested may be returned or discarded and 2) responses to each KSA shouldn't exceed one page in length. These two statements are very much related. While the Merit Promotion Plan only requires a suggestion that a KSA should not exceed one page, some vacancy announcements are coming out with a one-page limit. Under announcements with the one-page limit, it is legal for extraneous materials, such as pages exceeding the limit on KSAs, to be discarded. Discussion in the workshops recognized that with a one-page limit KSA, there needs to be responsibility by officials not to create a four- or five-topic group KSA, which itself takes four or five lines; but that issue is out of the hands of the applicant. What are some of the things you can do?

- Use a smaller font size, but don't make it so small that it isn't easily read.
- Use legal-sized paper instead of the standard 8 1/2 by 11-inch paper. (Consider that the personnel folders likely are standard size and the longer paper is sure to get beaten and battered.)
- Use very narrow margins.
- Identify in the KSA where the information is elaborated on in the SF-171. Be specific to job description number or section.

Formatting the SF-171 and KSAs

- Make your application easy to locate topics and information. Easily located information allows for being able to skip over other details that aren't being sought. Group topics under headings such as Supervision, Administration, Interpretation, Roads and Trails Maintenance, etc. (Remember that ranking and selecting officials are human. They've been reading through lots of applications all day. If you make it hard to find the information, they may not find it at all.)
- Make your application readable. Don't make font sizes so small that it is difficult or time consuming to find the information. Consider that the hiring official may wear bifocals.
- Don't send copies of certificates, awards, letters of recommendation or other materials not requested. List these items in appropriate sections of your application. If officials must have a copy of the certificates, they can request them from you.
- Use bullet style or other methods of highlighting materials.
- Be specific. Identify difficulty and give numbers for the range of responsibility, such as the size of interpretive program audiences, the size of budget and the number of accounts you handle, number of times you've been to court and whether it involved felony or misdemeanor violations, etc.

Content

- Remember that a well-developed, neatly packaged application is not worth much without having the appropriate skills, experience and training. Packaging can only help ease finding the skills, experience and training.
- Elaborate on your skills, responsibilities and training throughout the application and highlight your highest level of achievement in the KSAs. Past practices have been to condense the sections of the SF-171 and elaborate in the KSAs. With the new KSAs being limited to one page, and developers of KSA criteria refusing to reduce their scope of a single KSA's topic coverage, a change in approach is necessary. Be as concise as possible in both the SF-171 and KSAs.

Tips

- If you are pressed for time and can't get a good KSA developed before the closing date, send in the SF-171 by the closing date with a note that KSAs will be sent under separate cover. (Rule of thumb is to get the KSAs in within five days after the closing date, but the requirement is before it goes to the ranking panel.)
- Read vacancy announcements of similar types of positions that you would like to have before you want to transfer. You will begin seeing trends in the types of KSAs desired. You can rough out KSAs in advance and customize them at the time of application. They're also useful in developing check sheets.
- Develop check sheets to double check if you have included key words or phrases you suspect may be of help in obtaining a better rating.
- Read vacancy announcements of positions one or two promotions away. You may be located in an area that makes it easier to obtain the training or receive a detail to a position that gives you the needed exposure.
- After you have been rated for a position, send for your ranking sheets. (The information provided will show only how you scored and not how your competition did.) If you feel confident that you should do very well on a specific KSA and you only get a score of 2 or 1 from each ranking panel member, then the KSA needs to be rewritten or you need to increase skills. If you have scores of 4 from each panel member of a skill you know you are just adequate in, don't touch the KSA. You've got that key phrase in there somewhere. If you consistently receive similar ratings on similar KSAs for multiple vacancies, but you've tried several changes in format and syntax to highlight skills and experience, you may want to consider trying for a lateral position instead of a promotion.
- Have someone else critique your application. When you do this, ask yourself: How successful is the critiquer in applying for positions? How often do they apply? Have they ever sat on a ranking panel?

Minimum Area of Consideration

The minimum is established by grade level and series. It sets the minimum area for distribution that the vacancy announcement receives. The selecting official in conjunction with the personnel officer may broaden the area of consideration above the minimum identified. Volunteer applications from qualified and eligible Departmental employees outside of the minimum area must be accepted and given the same consideration.

Interviews

There no longer is a rule that if one promotion candidate is interviewed, all must be interviewed. Instead, the selecting official can choose to interview as many or as few of the promotion candidates as desired.

Ratings and Rankings

Promotion candidates are rated and ranked. People wishing to take a lateral transfer aren't ranked and are placed on a separate certificate than the promotional candidates. Promotion candidates may not be rated and ranked when there are 10 or fewer qualified applicants. (A position won't be readvertised when the certificate contains the names of a sufficient number, three or more, of properly rated and ranked candidates.)

What is the perfect application? It's simply the one that gets you the job. ❖

Two Tributes to Wallace Stegner

Far More than a "Western" Writer

I first encountered Wallace Stegner as a freshman in college on the East Coast. A friend, recently back from a tint as an SCA in Utah, recommended I read "Beyond the Hundredth Meridian," (1953) an environmental history and biography of John Wesley Powell, the one-armed Colorado River explorer, founder of the U.S. Geological Survey and late 19th century visionary of aridity's role in the development of the West. I didn't read the book then, since those stories were from another world as far as I was concerned.

I never had been west of Ohio and, like most easterners, didn't see any reason to head that way. But a year or so later, when boredom with academics, a bit of random fortune, and that same friend's influence together sent me West to volunteer at Canyonlands, I remembered the book suggestion and borrowed the park's well-read copy. There, in the Utah desert, I discovered ideas and a spirit in Wallace Stegner's writings that opened my eyes and my heart.

My schooling in land-use planning, science and history made me interested in westward settlement, water scarcity as the driving force, and the contrasts between the harsh environment and the conservative boosterism so rampant in the modern West. Stegner (along with some new friends, park employees who led me literally and intellectually into the canyon country) helped me understand it and feel it in my being.

For me, Wallace Stegner's books and ideas are inseparable from the national parks, since that's where I discovered them and part of myself, too. It was Stegner who called the national parks (in probably his most frequently quoted line) "the best idea we ever had."

Stegner probably was best known to park people as a conservation writer. His essays frequently appeared in *Wilderness* and similar eco-journals. He was, at one time or another, a spokesman for the Sierra Club and on the boards of The Wilderness Society and the Southern Utah Wilderness Association. In the 1960s he was a member of the National Park System Advisory Board and was for awhile the writer-in-residence of the Interior Department. He helped Steward Udall with the outline for "The Quiet Crisis" (1963), a landmark conservation book.

His 1955 "This is Dinosaur," (edited by Stegner with photos by Philip Hyde, Martin Litton and others), was the first large-format environmental coffee table book. It probably was the most influential grenade in the successful battle that launched the modern environmental movement, that is to defend the integrity of Dinosaur National Monument from the defilement of two dams. When I first ventured down into Dinosaur's Echo Park in 1981, at the confluence of the Green and the Yampa Rivers and the site of one of the proposed dams, I was overwhelmed by the sanctity of the site. Both for the beauty and awesome quiet of the place, and the significance in conservation history. Yet many park staff and almost all park visitors were unaware of the battle waged there, its importance and its symbolism.

Stegner's introductory essay (called "Some Geography, Some History") in "The Sound of Mountain Water" (1969) is the quintessential treatise on the ambiguity of the West: the aridity, the great rivers; the spectacular wilderness, the small towns and closed minds, the constant drive to harness water and other resources, the paradox — and myth — of the independent spirit and the reliance on government subsidies. The essence of America. I used an excerpt from his oft-quoted 1960 "Wilderness Letter" in that volume in my evening program when I was a seasonal at Natural Bridges:

> "Something will have gone out of us as people if we ever let the remaining wilderness be destroyed; if we permit the last virgin forests to be turned into comic books and plastic cigarette cases; if we drive the few remaining members of the wild species into zoos or extinction; if we pollute the last clear air and dirty the last clean streams and push our paved roads through the last of the silence . . .
> "We simply need that wild country available to us, even if we never do more than drive to its edge and look in. For it can be a means of reassuring ourselves of our sanity as creatures, a part of the geography of hope."

Elsewhere in that essay Stegner described the canyon lands of southern Utah:

> "It is a lovely and terrible wilderness, such a wilderness that Christ and the prophets went out into; harshly and beautifully colored, broken and worn until its bones are exposed, and its great sky without a smudge or taint from technocracy, and in hidden corners and pockets under its cliffs, the hidden poetry of springs."

Is there a better, more descriptive evocation of the Southwestern landscape? Unfortunately, what was common 30 years ago is so much more precious today, since the "smudge of technocracy" has reached almost everywhere.

Wallace Stegner was far more than a "western" writer, though he was generally pegged that way by those who didn't look beyond the obvious. I first knew him for his histories and his essays, though he won both a Pulitzer Prize and National Book Award for his fiction and taught creative writing for a generation at Stanford. I remember reading his short novel "The Spectator Bird" (1976) a line or two at a time in the fee booth at Zion. It was a sad story of people who don't easily give in or understand others, though they need their support even if they don't recognize it. That was a frequent theme in his fiction, developed best in "Angle of Repose" (1971), a wonderful and melancholy book I give, lend or recommend to people who mean the most to me. I devoured both "Mormon Country" (1942) and "The Gathering of Zion" (1964) that season too, as I eagerly read of the history of that unique corner of the world.

"Crossing to Safety" (1987) is another warm but sad novel of relationships, human frailty and growing old. Set in Vermont, where Stegner had a summer home for decades, it also is the story of people caught between worlds (east and west, urban academic and rural idyll), as I sometimes felt at Isle Royale, where I read it.

Wallace Stegner died in April at the age of 84, in Santa Fe, where I currently live. I feel like I lost a father, though we never met. He died quietly in a strange city, after a senseless car accident the police say was his fault. The press noticed, but just barely. The local paper ran a file-copy obituary from the Associated Press.

I could kick myself for not making an attempt to visit him in the hospital where he languished for several days before succumbing. I'm angry for not paying the $25 to hear him speak at the Mountains and Plains Booksellers Association awards ceremony a few days earlier, the reason he was in Santa Fe in the first place.

I'd been meaning to write to him ever since the later 1970s, to tell him how his words captured for me the essence, not just of the West, but of place in a way I admired and found nowhere else. I could never find the time or the right words.

Now it's too late, and for that, Mr. Stegner, I'm sorry. I'm sorry you died, and especially this ignominious way. I feel remorse that it happened just a few miles from my home, and I did nothing. I'm sorry I never told you how important you were to me. ❖

Bob Krumenaker
SWRO

A Personal Hero

Wallace Stegner has died and I have lost more than just my favorite author. I only met him once at a book signing. I was awed in the presence of this great and unassuming man, a personal hero. We exchanged a few pleasant sentences; mine were inarticulate phrases of praise and admiration; his were kind and genuine comments about my continued reading despite have three young children to care for. Even though this was our only face-to-face encounter, I consider him a dear friend and mourn his death because his words have meant so much to me. Unknowingly, and transcending age and gender differences, he articulated aspects of my life that are core to my being, and so my nightstand is never without a Stegner book. They are treasures that I savor and return to time and again.

Stegner was characterized as a Western writer and that may have cost him, unfairly, a broader readership. It is true that he wrote eloquently of the West, of how this seemingly barren, but widely varying terrain shapes the people who live here, whether they accept the landscape or try to alter it.

His own connection to this land of vast blue skies was strong. He was a true Westerner because he didn't try to impose Eastern or even Midwestern standards of beauty on this arid country. He embraced the sparsity of green and the peculiar magic that other colors can work on the soul. He gave words to my own vague feelings about the West I was born and raised in and helped me define my love for this country. Stegner's observations about the way the land is treated, both gently and harshly, were truthful and his voice was adamant that it be protected.

Even if the only Stegner books we had were his nonfiction books about the West, that would have been a great legacy. But we have even more, for Stegner's fiction speaks as eloquently as his nonfiction. He explores how our "sense of place," or lack thereof, melts into our experiences and molds us into the children, fathers, mothers, husbands, wives, lovers and friends that we are. He seems to have observed life carefully, thought about it quietly, found the common threads and wrote about it all honestly. If there is more than that, I've not found it.

Stegner wrote in "Big Rock Candy Mountain" that although we bury our dead, we still carry them unquietly within us. I will carry Stegner unquietly within me. I am deeply saddened that there will be no more words from him; it makes the ones we have all the more precious. ❖

Peg Johnson
SWRO

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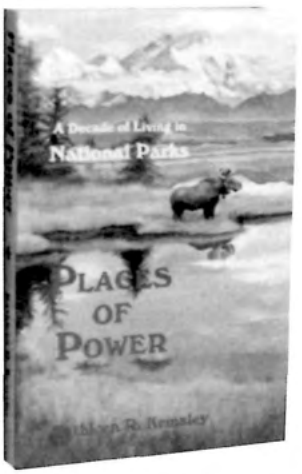
Places of Power



"...in some way I want to contribute to the park, fight for it, share it..."

Sound familiar? Someone has finally told a modern-day version of "a ranger's story." This time, instead of the sexist cynicism of Edward Abbey or the historical detail of Horace Albright, we are offered a friendly, poignant tale of one woman's coming of age through her relationship with national parks. Kathleen (Robinson) Kemsley's Places of Power: A Decade of Living in National Parks (published by Wilderness Adventure Books, 1991. Illustrated) will warm your heart. It may even help you explain to your family and professional friends from college days just why you do what you do and why you have been willing to "accept some of your pay in sunsets."

Admittedly, it's difficult to sum up one's tenure in parks, but after being asked by both friends and strangers, "... just what IS it like to work in a park?" Kemsley decided to try to answer in print. For the next two years she wrote, referring to her thorough journals, then found an enthusiastic publisher.

Kemsley's story is chronological. It begins with her family's first encounter with a national park ranger at their special spot on the Merced River in the 1970s, and ends with her realization, while a seasonal ranger in Denali, that she had become tired and frustrated and maybe, yes, even a little bitter, and had to let go. But between those events, she tells a story of hard work, exploration, a spiritual connection with wild places, camaraderie within park communities, technical details that make a park work, and, of course, "private" humor and romance.

One of the characteristics contributing to the readability of Kemsley's book is her clear, simple dialogue. Whether the speaker is an adrenaline-driven district ranger managing an incident, a drawling tourist visiting geysers for the first time, a focused Park Service botanist immersed in her work, or a broken-hearted transient co-worker, she writes honestly in believable language, capturing the essence of the familiar messages.

Kemsley began her parks career as a concession employee at Yellowstone National Park the summer following her first year in college. She was motivated by the urge to live in parks and was only just beginning to be aware of the operations and issues within them. Though her sometimes disparaging remarks about visitors and self-disclosure about the vices of concession employees might seem somewhat embarrassing coming from a member of "our own family," it was not so much deliberate airing of "dirty laundry" as telling the truth. As Kemsley puts it, "When I considered them en masse, the park visitors were an inconvenience and a bore."

For people who have lived in crowded parks, reading this offers a bit of a release or validation; for visitors who may read this book, it shares a different perspective of their behavior. Further, this picture of Kemsley's journey serves to project the image of the evolution of a youth far away from home as she enters a "parkie culture" (her term), looks inside the hearts and minds of people, including herself, and turns to the peace of wild places for clarity.

Some classic quotes find their way into Kemsley's story: "Listen, sonny, I've been here since before you were born..." (Kemsley's father to that first ranger.) "Where can I go to see a moose?" (Denali visitor to information ranger.) "I was an unemployed, overqualified and overeager prospect with a college degree and a willingness to do anything to get my foot in the door." (Kemsley pursuing her first opportunity to work for the Park Service as a clerk at the Grand Canyon.)

Kemsley's honesty emerges again in her tales of the temptation to take "souvenirs" from her explorations in the parks and her occasional technical errors in her work. This helps remind the reader that she really is "telling the whole truth" and encourages one to read the tale to its end.

Certainly drama is part of Kemsley's story. What ranger reflections would be without it? Through sheer eagerness as a clerk, then later as a dispatcher, she manages to be an integral part of the field operations on several searches, the massive flooding of the Grand Canyon in 1983, and other emergencies.

As she strives to incorporate natural history, aesthetics, and a feeling of deep attachment to the places she worked, Kemsley's descriptions of Yellowstone, Grand Canyon and Denali can take you back there in a sentence or two. The drama of summer unfolding in the vastness of Denali, the bugling of elk and relaxing feel of a hot pool in Yellowstone, the raging river and eerie feeling of a native site in the Grand Canyon — none is lost on the author. "...paying attention took all my time: I was unable to close my eyes." This is clear in her writing, and readers reap great benefit.

The spirit of the season is captured clearly in the final chapter. Though the places never disappointed her, the often-frustrating mission of protecting them did. (Surely this rings a bell!) Kemsley's feelings grew most acute in Denali. She speaks of an urge to explain the wilderness to visitors and an accompanying inability to do so. Of a deep need to experience the wilderness in a pure sense herself. Of a desire to "see the wilderness assert itself." And of an undeniable sadness about the pressure of no-win bureaucratic compromises seemingly inevitable within the Park Service.

So, one autumn as bears satiated themselves on the berries before tucking themselves into a den for the winter, Kemsley absorbed the power of Denali in all its brilliant color, twinkling with frost, then drove down the highway toward a new home of her own.

Without a doubt, this book is a fine one to pack into your duffel as you make your way to your backcountry station, or to have in the glove compartment of your patrol truck and read as you eat lunch under a big shade tree. You are likely to smile as the story tugs at your memories, swallow hard as Kemsley speaks of values you have expressed (or wanted to), and think hard as you choose your own path through these places of power, in uniform or out.

In a recent conversation, Kemsley described what she hopes readers will come away with after reading her book. She hopes they readers not only will understand better what it is like to live in parks, but feel some awe of the dramatic differences between the places and why they are worth protecting. She provides ideas for avenues by which others can become involved in park work. She hopes rangers can identify with parts of her story — the work and the play — and that it points out the great commitment to the mission demonstrated by seasonals year after year.

Postscript: Kathleen Kemsley met her husband at Denali where he was a maintenance worker. They now live on the Kenai Peninsula in Alaska where she works as a dispatcher and firefighter for the State Department of Forestry and he is a maintenance worker for the U.S. Fish and Wildlife Service. They thoroughly enjoy six months off every year. ❖

Patty Brown
Katmai

International Ranger

Costa Rica: We Owe These Guys

Rick Smith
Southwest Regional Office

Many of you know that I was fortunate to spend three months in Costa Rica working with the Servicio de Parques Nacionales (SPN). I came away from Costa Rica with a new admiration for the men and women of the SPN. They work under conditions that we wouldn't tolerate for a nano-second. Perhaps I can best describe these conditions by quoting from some of the interim reports I submitted to Alvaro Ugalde, the director of the SPN.

From a report following a visit to **Tortuguero National Park:**

"We visited four ranger stations around the park — Agua Fria, Sierpe, Tortuguero and Jalova. In each of the stations, rangers were on duty but not in uniform. In two of the places, Sierpe and Agua Fria, the living conditions under which you are asking the rangers to live are horrible. Even though both stations are due to get new houses, it's still depressing. There was only one ranger at Agua Fria and two at Sierpe. Given the pressures at both areas, I consider it unsafe to have only one or two people there. It's obvious that these people can do nothing except make sure that the ranger station is guarded. They simply don't have enough people to make any kind of patrol. There is no boat at Sierpe. The rangers can't even establish communications with people on the other side of the river who are dangerously close to the park boundaries and who probably wouldn't think twice about crossing the river to hunt or cut wood or anything else.

"Almost all your physical plant at these four areas needs maintenance, in some cases major maintenance. There is no reliable water supply at Sierpe and the electric plant at Jalova is non-functional. That means that the water system does not work and the rangers there have no access to good water. Almost every building needs a coat of paint. Remember that your physical plant is the first thing that visitors see and it becomes a part of each one's memory of the park. It surely is not impressive if they go away with the feeling that you aren't taking care of your personnel or your physical plant. What will they think of your ability to take care of the resources of the park?"

From a report following a visit to **Irazu Volcano National Park:**

"This is the eighth ranger station/living quarters I have visited. Although this one is a bit newer than some of the others, it is already exhibiting evidence of a complete lack of maintenance. A number of the windows were missing, the holes covered with cardboard. The building is in desperate need of paint, both inside and out. The rangers had collected the garbage from the park after the weekend and had stored it outside the station. Dogs, of course, had gotten into the plastic bags and spread garbage around the front of the house. No one seemed to care. There is no water supply, so the rangers have to use the old latrines instead of the more modern facilities inside the house.

"Maybe you are expecting too much from your rangers. As you and I have discussed in private, I think you would get more work, and much higher quality work from your employees if they didn't have to spend 20 days every month cooped up together under rather miserable living conditions without their families. I have heard rumors of alcoholism, drug abuse, divorce and other social problems among your rangers. Is it any wonder that this would occur, given the conditions you are asking them to tolerate? Any National Park Service, be it here in Costa Rica or anywhere else, needs to take care of its people. Their support for your conservation programs is essential if you are going to have any chance for success. Now that you are moving to this new model for conservation, it's time to rethink what you are asking your rangers to do. Surely there must be better ways to operate."

Following my trip to **Ballena Marine National Park:**

"Without spending a great deal of money, you could make life a lot more comfortable for your rangers. For instance, you could install screens in the windows to keep the bugs out. You ought to have a gas refrigerator there. They have no way to keep any food cool. Above all else, though, you must install some kind of toilet system. At the present, the rangers are using the beach and burying their human waste. This is an environmental disaster. I see a couple options. Once would be to install a vault-type latrine that could be pumped out periodically. We have used these kinds of latrines in backcountry campsites where the water table is near the surface in the Everglades for years with a high degree of success. The other option is some kind of a dry chemical latrine. I don't have much experience with this kind of system. If you decide to move in this direction, I recommend that you contact me when I return. I should be able to get some technical information for you. This is a very high priority! The SPN ought to be setting environmental standards, not causing environmental problems."

Following a discussion with park rangers in **Corcovado National Park**, a part of the Osa Conservation Area:

"During our discussion, one issue did arise, however, that became a topic that was repeated many times during the time I spent in Osa. How can the SPN offer incentives to its employees so that they are motivated to do a better job? I made various suggestions: 1) pay overtime for the extra hours that rangers work; 2) establish a system of monetary rewards for employee suggestions that are accepted and that save the SPN money by reducing costs; and 3) establish a special achievement award system for outstanding performance. In every case, the SPN management officials present told me that such things were illegal, against the rules of the civil service system.

"If this is true, something, by the way, which is very difficult to believe, I recommend that the SPN seek other creative ways to motivate its employees. One way to do this is to provide training opportunities for those who are performing at a high level. When I mentioned this, the employees complained that all such training opportunities go to high-level employees in San Jose and never to lower-graded employees. If this is the case, the SPN should change its procedures, assuring that such opportunities are available to park personnel also. Central office personnel already receive many kinds of recognition and incentives. It is time that your park personnel also participate in such activities.

"Another way to motivate your employees is to establish a systematic program of orientation and training. Once again, I heard complaints from your field people about the lack of basic training for park rangers. Countries such as Guatemala, Mexico and Argentina have established ranger training schools. Costa Rica, which has created a very sophisticated system of protected areas, ought to do the same. Attendance

(Continued on page 34)

This is the first in a series of articles on what it is like to work as a ranger in another nation.

Rick Smith is the associate regional director for resource managmeent in Southwest Region. He has worked with park systems in a number of other countries, particularly in Costa Rica.

Partners In Protection

Dwayne Collier
Southern Arizona Group

Looking at the title, many of you are probably asking, "What is a *Partner in Protection*?"

This phrase was developed to identify the primary purpose of conservation law enforcement. It serves as the guiding principle of the Conservation Law Enforcement (CLE) Association, which was born out of a concept developed in the fall of 1987 by Coy Jemmett, forest supervisor for the Prescott National Forest, and Jim Gillings, a consultant from Prescott.

The two met to discuss problems that the Forest Service was facing in its growing involvement in the conservation law enforcement field. They developed the concept that it would be mutually advantageous for conservation "oriented" agencies with similar missions to share information. Several months later park ranger John Reed of Tuzigoot National Monument met with Gillings to further discuss the concept; their idea of a conference on "conservation law enforcement" resulted in the birth of the current organization.

They defined conservation law enforcement as the part of the criminal justice system that deals with the enforcement of laws and regulations, both criminal and civil, pertaining or relating to the use, preservation and protection of natural resources and the public. The organization's purpose was to bring together the many and varied agencies that work in this field, as well as other bodies, such as universities that have conservation law enforcement functions, support CLE functions, and educate CLE professionals.

During the discussions, Reed and Gillings agreed it would be beneficial to get 15 to 20 people together in central Arizona from a broad spectrum of agencies involved in conservation law enforcement. Initial discussions involved representatives from the National Park Service, the Forest Service, the Bureau of Land Management, the Marshal Service, Northern Arizona University, and Arizona's Department of Game and Fish, State Land Department, State Parks, and Attorney General's Office.

It soon became apparent the meeting should encompass the entire state of Arizona in a conference format. The first Arizona Conservation Law Enforcement Conference was held in February 1989. What had originally been envisioned as a meeting among 15 or 20 instead became a two-day conference with a mailing list of about 300 conservation-related people.

One of the main projects that preceded the first conference was the design of the conference logo — the eight-point star illustrating this article — with the assistance of Ken Vick of the Marshal Service. He previously was a park ranger at Grand Canyon. The artwork for the first-year poster was done by Donal C. Jolley, a Zion-born artist and the son of Donal J. Jolley, the first ranger/chief ranger at Zion. Jolley incorporated eight scenes — quail, pronghorn (antelope), trout, pine trees, saguaro cactus, mountain and desert scenes, and archeological artifacts — within the outer notches of the eight-point star to demonstrate the diversity of the organization.

The first conference was held at the Sheraton Conference and Resort Center in Prescott February 22-23, 1989. About 115 people attended the sessions, which included a presentation on the concept of conservation law enforcement and a brief history of its origin; agency "orientations," and discussions on the need to provide for a balance between the resources (natural and cultural) and the public, including information exchanges on use and abuse of resources. A review of participant critiques from the 1989 CLE conference indicated that it was a success and that there was strong support and desire to continue them.

This strong desire to network within the broad range of agencies dealing with conservation law enforcement problems and issues has been the driving force in carrying the organization forward through the Fifth Annual Arizona CLE Conference this past February in Prescott. A board of directors of about a dozen active members representing a variety of county, state and federal agencies meets monthly, conducts association business, shares information and works on planning the next conference.

The "team effort" is ever present in this close-knit group of strongly committed law enforcement and resource management people, who share the common goal of protecting our resources as prescribed by each of our agency missions. Some agencies have resource management responsibilities but no law enforcement authority and depend upon the county sheriff, county attorney and state attorney general. Some have multiple-use management mandates; others are purely conservation/preservation organizations. The board is committed to providing a forum for information exchange, problem solving and some training.

Presentation topics at past conferences have included trespass on public lands, electronic technology, wildlife management, assaults on CLE officers, women in law enforcement, the role of college education in CLE, legislative updates, perspectives on resource protection (native plant law/endangered species), emergency air support, use of metal detectors in law enforcement, the Rainbow Family/gangs/cults, water-based recreation, stress management, data management, Native American perspectives, protection of archeological resources/ARPA and poaching.

Presentations have generally been in either two- or four-hour blocks to allow adequate time to discuss the problem and to entertain questions from the audience. Speakers have varied from single speakers to panel discussions, and have ranged from subject-matter experts from within the varied agencies in Arizona to notable specialists from across the country, both from governmental agencies and from the private sector.

Planning has been the key to the conferences' successs. Topics are selected each year based on comments and suggestions received from the participants written evaluations. The Arizona board has met monthly for two-hour sessions to conduct business and work on agenda topics, speakers and logistical details. Individual members spend time on their own arranging for speakers and working on specific projects. The combined planning time from inception through evaluation of each conference exceeds 2,000 hours. As noted above, the first Arizona conference in 1989 drew 115 participants; this year, there were 187 registered participants and a mailing list of more than 500 names.

The conservation law enforcement concept has begun to spread across the country with conferences in Maine and Northern California during the past two years. We are working with agency representatives and hope to have conferences in New Mexico and Utah (an intermountain conference covering Utah, eastern Nevada, western Colorado, southern Idaho and Wyoming) during 1994.

The Arizona CLE Association welcomes inquiries from anyone interested in starting such an organization in their state and hopes to generate enough interest in the next few years to create a national organization. The professional and personal relationships that have developed in Arizona, Northern California and Maine have exceeded even the information shared at each conference. ❖

Dwayne Collier is the park operations specialist in the Southern Arizona Group Office in Phoenix. Contact him at (602) 640-5256 or via cc:Mail. Write to Jim Gillings at Conservation Law Enforcement, P.O. Box 4107, Prescott, AZ 86302-4107.

The National Park Ranger Resource Protection Fund

Bill Halainen
WASO

It's no secret to anyone who's been around the NPS for a while that we are losing ground in our efforts to protect the natural and cultural resources on lands under the agency's management.

Park and central office staffs are stretched beyond their limits in an effort to adequately patrol and/or investigate increasing resource depredations, particularly against wildlife, plant theft, archeological artifacts and paleontological resources. Commercial poaching and artifact hunting rings are growing rapidly. And environmental threats — including water and air contamination, illegal dumping and landfills, and ocean dumping — are multiplying.

Despite the documentation of these serious problems in reports by the Department, conservation organizations, and Ranger Activities and other WASO divisions, the Service's endeavors to counter them have been limited and inadequate. Efforts by Ranger Activities over the past three fiscal years to establish a resource protection initiative for the relatively modest sum of $1 million per year have met with no success whatsoever. Funds to train rangers in resource law enforcement have also been minimal, though such training has been a high priority for both employees and Ranger Activities. Although the Service now has a number of special agents to investigate resource crimes, it still lacks the numbers necessary to make inroads into such crimes and a coordinating center to handle link analysis, intelligence gathering and interagency coordination.

Bob Martin, a ranger at Shenandoah, a long-time ANPR member and vice-president for external affairs in FOP's National Park Rangers' Eastern Lodge, has been spearheading efforts to encourage the NPS and DOI to give this dilemma direly needed attention. He also is the originator and driving force behind the establishment of the National Park Ranger Resource Protection Fund, Inc., an independent, non-profit, tax-exempt* organization which has numerous plans to address many of the NPS' resource protection shortfalls. (* The Fund has applied for tax-exempt status within the IRS and is awaiting a determination.)

"The 'vision' of the fund," says Martin, "is to assure the protection of national park natural and cultural resources nationwide by various means in order to ensure that these resources will be virtually unimpaired for future generations. We'll also be striving to improve the safety, training and competence levels of rangers charged with protecting and managing park resources."

The purpose of the Resource Protection Fund (RPF) is more fully stated in its mission statement, which states that the objective of the RPF will be to seek funding from the public, members, corporations, foundations and other sources to adequately fund a variety of resource protection initiatives for the national parks. These initiatives will include:

- purchasing, or seeking donations of, investigative equipment, which the fund will in turn donate or lend to parks for commissioned rangers to use in their resource protection work;
- sponsoring, coordinating and funding ranger training in resource protection;
- coordinating a toll-free NPS resource protection hotline;
- maintaining a system for rewarding persons for information on resource violations;
- maintaining an award system for outstanding performance by park rangers in the field of resource protection and by managers for outstanding leadership in resource protection;
- supporting research relating to resource protection and the NPS ranger profession;
- supporting legislation to improve the protection of national park areas and their resources; and
- supporting initiatives and legislation which will improve the living and working conditions of the national park ranger.

The RPF may also assist in the development of an outreach program called "For Future Generations," which will educate the public about the impact of illegal poaching, theft of resources and environmental crimes in the parks. It also will make them aware of the importance of the National Park System in order to solidify citizen support of the NPS and thereby benefit future generations. This is critical due to the changing demographics and visitation forecasted by the NPS into the next century.

Significant headway has been made in establishing RPF. Letters of support are coming in from a wide spectrum of conservation organizations, the media is expressing interest, and a professional fund raiser has signed on to help with a membership and fund raising drive. Additionally, the fund raiser indicates that AT&T may be interested in helping with the efforts, by contributing to the Fund for every caller who switches back to AT&T from another phone service. The program looks particularly promising, and could provide substantial support for the RPF. As of this writing (late June), it appears tha tthe fund raising and membership campaign will kick off before summer's end. The RPF hopes to totally fund at least one resource protection course before the end of the year, as well as at least one course annually.

Meanwhile, you can get a great RPF T-shirt that incorporates the design illustrating this article. At present, they are only available in large and extra large and only in tan with green lettering and design. The cost is $14, which includes shipping and handling. Send your order to FOP TEE's, P.O. Box 243, Point Marion, PA 15474-0243. ❖

The Professional Ranger

Emergency Services

The Park Service now has a number of All Risk Management Teams available for response to any incident. Two Type I National Teams — a Gray Team and a Green Team — are alternating call outs. There also are a number of Type II Regional teams in NAR, MAR, RMR, MWR and SER. All of these teams are available for dispatch at the request of a park superintendent or regional director. Once a request is made, the team on call will be dispatched through the normal emergency coordination centers. A lot is happening in this field and more changes probably will occur in the near future. For more information contact Bill Pierce at Olympic National Park, (202) 452-0324.

The draft SAR policy was discussed at a recent national meeting in Seattle. The following is the text of that draft policy for your review and comment.

> "Search and rescue operations are conducted at the discretion of the agency and as determined by managers in accordance with approved plans. All SAR operations are conducted with rescuer safety of prime importance. The National Park Service (NPS) will encourage self-reliance through a strong education program and will work cooperatively with other agencies to seek operational efficiencies and accountability. The NPS expects that park users will exhibit a degree of self-reliance and responsibility for their own safety commensurate with the degree of difficulty of activities they undertake. The NPS expects the visitors to assume responsibility, including financial liability, for their actions."

Please contact Butch Farabee at Padre Island for more information or to comment on this draft.

Bill Pierce
Olympic

Resource Management

The major topic of discussion since March in all resource management circles in the NPS is the National Biological Survey. The NBS, for those of you not already aware of it, is a major effort by the Administration to consolidate (and thus improve) all biological research by Department of the Interior agencies into a new bureau. The idea is to make research more objective by separating it from management pressures. Secretary Babbitt also sees the NBS as a way of addressing those biopolitical conflicts that don't fit neatly within land management agencies boundaries, particularly endangered species issues such as spotted owls and salmon decline in the Northwest.

The NBS will be made up of researchers from all DOI bureaus, with the vast majority coming from the Fish and Wildlife Service. In addition, virtually all research grade scientists in the Park Service will also be transferred to the NBS, effective Oct. 1, 1993. This has fundamental implications for the Service, and while we can (and have) debate(d) endlessly the merits of the idea, all indications are that it will happen.

The current scenario would keep all the transferred NPS scientists in their current locations, and they will continue working on NPS issues — at least for a few years. The Secretary promises that service to the DOI bureaus will improve with the NBS, and we'll be able to get better strategic, as well as tactical, research. We'll see; many of us are rather skeptical. There are indications that some key players in the Congress are dubious as well, and want the chance to vote on legislation to create the new bureau. The Administration says it doesn't need congressional approval to reorganize.

The timing in some ways couldn't be worse for the NPS, since we were on the verge of tackling the deficiencies in our own research programs after the National Academy Report (see *Ranger*, Fall 1992). Nonetheless, despite harsh criticisms of our own agency (by many, including me) for a slow and inadequate response to the NBS initiative, I see a phoenix rising from the ashes. The formation of the NBS will take the NPS out of the research business, leaving behind an opportunity to clearly define resource management as the fundamental purpose of park management. It is too early to tell exactly what will transpire, but I'm quite pleased with a draft proposal to reorganize the WASO natural resources functions. Among other things, a new post of assistant director for natural resource management would be created, putting resource managment "on the marquee" for the first time. I sense a new excitement and great opportunity ahead.

On another topic, the Ranger Futures draft has finally come out and has stirred up some concern on the part of resource managers across the NPS that the effort to professionalize rangers by explicitly defining a resource management role may inadvertently be in conflict with a parallel "professionalization" initiative in resource management, where at least 100 new natural resource specialist positions are expected to be funded in the FY94 budget. To avoid conflict and better define roles (and maybe stir up a debate on these pages), I suggest that we define the roles as follows: rangers have primacy in resource protection, interpretation, education and conservation, and resource managers have primacy in resource management. I fear that the Ranger Futures paper — the first draft, at least — may be divisive. I like the inclusive definition of rangers that appears in this journal's masthead. ❖

Bob Krumenaker
SWRO

ANPR's Second Century Club

An idea to increase life members' support was recently made by Phil Ward, an early life member. Phil suggested that ANPR make available a secondary level of life membership for those who paid the original life membership fee of $125. E&AA has used similar levels to rally financial support from their life members. Using Phil's zeal and E&AA's example, the Second Century Club was formed.

The Second Century Club now has 25 members. Realizing life membership in ANPR is still a bargain at any price, each member paid an additional $125, matching his or her original life membership fee. The additional contribution will expand the principle contained within the life account, thereby producing increased investment potential.

Membership in the Second Century Club is available to all original life members. If you are eligible to join, ANPR encourages your support to help stem the escalating costs of providing life member benefits. To join, simply send a check for $125 to Debbie Gorman, P.O. Box 307, Gansevoort, NY 12831. As always, payment schedules may be arranged.

Second Century Club Members

Phil Ward
Paul Broyles
Bill Wade
Dan Moses
Pat Buccello
Bryan Swift
Dave Bucello
Charles Farabee
Pat Tolle
Glen Bean
Bill Carroll
Phil Young
Rod Broyles
Bill Pierce
Andy Ferguson
Cliff Chetwin
Rick Smith
Wendy Lauritzen
Mark Tanaka-Sanders
Jeff Karraker
Janice Wobbenhorst
Mary Kimmit Laxton
Bruce McKeeman
Jean Swearingen
Ron Konklin
Jim Brady
Dale Thompson

ANPR Reports

Board, committee and staff activity summaries now appear in the following consolidated format. Complete reports appear separately, as noted. A directory of ANPR addresses and home phone numbers appears on the back cover of the magazine.

Board Members

North Atlantic Regional Rep

The package of recruiting materials, which I mentioned in the spring issue, has been completed and is now available for use. The package consists of two 18 by 24-inch panels containing ANPR logos, photos, organization chart, mission statement and a map of the North Atlantic Region. The panels are accompanied by ANPR brochures, recruiting posters, back issues of *Ranger* and the latest first class mailings and updates. If available, I will include several complimentary copies of the current issue of *Ranger*. The package is attractive, highly portable, easily set up and extremely adaptable. The only requirement for the package is that a table be available to set the literature on. The panels and posters can be either hung on a wall or set up on the table.

If you are interested in using this package at a training session or conference to help recruit members, simply give me a call and I will mail it to you. I also will include instructions on how to return it. I only ask that you give at least two weeks notice when requesting it. At this time there is only one version of this package, and therefore, people should understand it may not be available due to prior reservation. If demand warrants it, I will look into assembling an additional package.

In other news, I want you all to look ahead and begin thinking about the Rendezvous. Specifically, there are three items I would like you to consider. First, please consider those issues you would like to see raised at the Rendezvous and then give me a call or drop me a line. I enjoy hearing your views and it assists me in better presenting NAR views to the officers and other board members.

Second, the Rendezvous this year is on the East Coast in Virginia, Beach, Va., within a day's drive for many in the region. If you never have attended a Rendezvous, please consider doing so this year. It is more economical (especially if you can car pool), you can voice your opinion and offer suggestions to the officers and board members so that ANPR can accurately press for needed change in the NPS and you will see lots of friendly faces and have lots of fun.

Third, consider donating an item to be raffled. This can be any item: a handcrafted one, an item associated with your park or area, or one of general interest to members.

I look forward to hearing from you in the near future. Have a safe and successful summer season!

Jim McKay
Statue of Liberty

Mid-Atlantic Regional Rep

Deanne Adams reports that she will not be running for re-election and asks that members start talking to potential candidates now so we're ready with nominations at Virginia Beach.

Deanne Adams
Shenandoah

National Capital Regional Rep

One of the nice things about being in a small region, geographically speaking, is that ANPR members can all get together for events and meetings. We held a "gathering" March 26 at Guapo's Restaurant in Washington, D.C., with about 20 members and had a great time. Bill Halainen and Tony Sisto were there to give us a short legislative update. There was a lot of discussion about the next event and we decided that an outdoor potluck for members and their families would be fun. This will also be a recruiting event and everyone will be asked to bring a potential member for ANPR. This get-together is now in the planning stages for early summer. I'm looking for any ideas, suggestions and help for future get-togethers.

We now have park reps in about two-thirds of the NCR parks. Thanks to all the people who volunteered to represent their parks! If you're interested in being a rep, particularly folks from C&O Canal, Ford's Theatre, Old Post Office, Rock Creek Park or Prince William Forest, please give me a call.

I'm also looking for suggestions for what regional members would like to have included in the regional newsletter. If you have an idea for a feature article or a regular column, please let me know.

Sarah Craighead
NCRO

Alaska Regional Rep

The Alaska Region held an ANPR meeting in Anchorage in February at the home of Pat Quinn. More than 50 people attended, including almost half of the Alaska membership. We had the honor of having Rick Gale speak. Many issues were discussed and brainstorming was accomplished. We gained 11 new members, bringing us to more than half of our 1993 goal of increasing membership by 50 percent in the region.

Rick Mossman
Wrangell-St. Elias

Business Manager

A routine scan through a non-profit magazine brought on a chuckle. Imagine my surprise when a feature article was a plea to the membership for their assistance to keep addresses current. The editor spent a full page explaining postal procedures, the magazine's policy to guarantee receipt of each issue, and the costs associated with "Address Correction Requested" service.

A few years ago I provided the same explanation and appeal to the ANPR membership. Briefly, when you move and don't provide me with a change of address, the post office sends me a notice that your address has changed, but it doesn't forward the *Ranger*. ANPR then must pay a minimum of $1.33 to fulfill its obligation to get your *Ranger* to you, no matter what. Consider that this service is provided to about 400 members a year, costing ANPR more than $500. The bad news for subscribers of the non-profit magazine I was looking at was that the guarantee to forward issues was to be discontinued. While no policy change is expected for ANPR, I would like to remind you that it is an important member responsibility to advise me of any change in address well in advance of any move.

Now for some good news! Recruitment Fever is running rampant throughout the nation. No need to fear, the results are positive for the ANPR. In the first six months of the fiscal year, 190 new members have joined ANPR, a significant increase over past years. Jubilation in this area could be offset by poor retention figures, but I am happy to report that to date this is not a concern. Renewal rates indicate strong support from existing members and total figures respond in an overall increase. A pat on the back for all those who are actively recruiting.

Debbie Gorman
Saratoga

Committee Chairs

Dual Career Committee

Dual Career Committee Co-Chairs Rick Jones and Sheila Cooke-Kayser are writing articles and gathering information for the dual career handbook. They would appreciate comments from you on what type of information you need or tips you would like to share with other couples. Please send your comments to either co-chair.

Rick and Sheila also are seeking stories about your experiences as a dual-career couple in the Service. Sheila has talked with various couples working in the North Atlantic Region about employment problems, career advancement, day care issues, housing and more.

The North Atlantic Region has many opportunities for dual-career couples due to the close proximity of the parks. For instance, couples in the Boston area have 10 parks plus the regional office within a 30-mile radius with employment opportunities.

The New York City/New Jersey area also offers a multitude of positions for couples. In some ways the park units near or in large urban areas draw the most dual-career couples due to the larger number of positions available.

In the dual career handbook, Cooke-Kayser and Jones wish to include more information on which regions offer more employment opportunities for couples. Please send your comments and suggestions for this handbook to either co-chair by Sept. 1, 1993.

(Continued on page 34)

Rendezvous XVII

The planning is well under way for Rendezvous XVII, scheduled for Wednesday, Nov. 10 through Sunday, Nov. 14, at the Cavalier Hotel in Virginia Beach, Va. We will again join with the annual conference of the Association of National Park Maintenance Employees who will meet on the same dates. (See the spring issue of *Ranger* for travel information and local points of interest.)

The Cavalier, located at 42nd Street and Atlantic Avenue, offers several special amenities. Wheelchair accessible rooms are available and all meeting rooms are accessible. There is a health club, putting green, aerobic fitness course, hotel restaurant serving all three meals, bike rentals, tennis courts, indoor pool, and basketball and volleyball courts. No pets are permitted in the hotel. The hotel will provide coffee and tea for morning and afternoon breaks during the Rendezvous.

The room rate will be $49 per night plus tax (9.5 percent) for an ocean view room, either single or double occupancy. Ocean front rooms are $65. Advanced registration, which requires the first night's deposit, can be made by calling the Cavalier at 1-800-446-8199. This rate will be offered until Oct. 9.

Bill Wade from Shenandoah National Park is the Rendezvous site coordinator and Cindy MacLeod from Richmond Battlefield is the program chair.

Pre-Registration

You will receive the Rendezvous special mailing with the pre-registration form and latest agenda in early September. please pre-register if possible because it is easier and faster for everyone in the long run.

Agenda

Several influential and interesting individuals have been invited to this year's Rendezvous. Vice President Al Gore, Secretary of Interior Bruce Babbitt and singer Hank Williams Jr. are among the list of those invited to attend. Also invited are Senator Bruce Vento, chairman of the Subcommittee on National Parks, Forests and Public Lands, and Senator Malcolm Wallop, member of the Committee on Energy and Natural Resources.

The sessions will run in two "tracks" this year. Some meetings will be aimed at basic or technical skills and others will focus on management topics. Anyone can go to any meeting, but the intent is to offer topics that will interest a wider variety of participants.

Sessions: Planning still is under way for workshops and panels. There definitely will be a workshop on Investing for Retirement presented by Frank Betts. There also is strong support for a caucus on Women's Careers in the Park Service. Get your ideas and suggestions to Cindy MacLeod as soon as possible on sessions that interest you. You can write her with your suggestions at 2525 Cedar Cone Drive, Richmond, VA 23233, or call her at (804) 747-3622.

The ocean front at Virginia Beach.

Special Interest Groups: This year we have designed a new program to allow folks with a common interest a chance to get together in an available meeting room to informally discuss the topic. The rooms and topics will be advertised and the rest is up to whomever wants to schedule and run the meeting. Anyone interested in scheduling/facilitating a topic should notify Cindy.

Voting: There was a change in the By-Laws last year affecting topics and voting. An action will be brought to the floor during a general session, entered and seconded. The topic will then be tabled to allow time for the item to be discussed with other members and in regional caucuses. The action will be voted on the last day of the Rendezvous. The proposed resolution must be submitted in writing with at least a 24-hour lead time prior to discussion and vote.

Social Activities: We again will sponsor the yearly "fun" run, pistol match and golf tournament. The exhibitor's reception is set for Friday night, a dinner and DJ dance on Saturday night and the hotel reception and dance with live band on Sunday night. All of these will be joint activities between ANPR and ANPME.

Pre-Rendezvous Training: Situational Leadership will be offered before the Rendezvous this year on Nov. 8 and 9 at the Cavalier Hotel.

Travel

Omega World Travel is the Association's official travel agency. All travel booked through Omega will directly benefit the Association. Reservations may be made by calling 1-800-283-3239, (703) 818-8848 or (703) 818-8822. Ask for Liz or Bunny. Omega guarantees the lowest airfare at the time of ticketing or the agency will refund double the difference.

Climate

The air temperature in November averages 52 degrees and water temperatures are about 60 degrees.

Child Care

Although babysitting services will be offered by the hotel, Barbara Goodman is working on organizing some children's activities beyond basic babysitting. If you have any ideas or need information, call Barbara at (703) 476-6218. Additional information will be available in the pre-registration packet and you will be asked to register your kids for activities at that time.

Special Trips

Plans are being made to charter a saltwater fishing trip for the free afternoon. If you have any ideas about this or any other groups trips for that day, contact Gary Pollock at (703) 280-0904. Call 1-800-VA-Beach for additional information about entertainment opportunities.

Raffle Prizes

Remember to make the search for creative raffle prizes an important part of your vacation this summer. If you can't bring your do-

nation with you, you can mail it to Jane Anderson at 8374 Glastonbury Court, Annandale, VA 22003, or call her at (703) 641-8393. If you can't get your items to Jane by Nov. 5, you can send them directly to the Cavalier Hotel, Oceanfront at 42nd Street, Virginia Beach, VA 23451, marked as a raffle item for ANPR.

And Listen To This!

We will have a drawing for two (count 'em, 2) free nights in the hotel for those people attending their first Rendezvous!

For those of you who would like to attend two straight weeks of conferences, you may be interested to hear that the National Association of Interpreters will meet in Crystal City, Va., just outside Washington, D.C., beginning Wednesday, Nov. 17.

By the time we will gather for this Rendezvous, President Clinton will have been in office for almost a year. This is a strategic time for members to get together to assess changes and impacts from this administration. Has the economic stimulus package affected us and how? Have operating funds increased? Now more than ever, your input and participation in ANPR affairs is crucial! ❖

Sarah Craighead
NCRO

Can Tourism Save the World?

This is one of the critical issues to be addressed at the **1993 World Congress on Adventure Travel and Eco-tourism**, September 20-23 in Manaus, Amazonas, Brazil. International leaders in the tourism and conservation industries will emphasize projects that enhance cultural, economic, and environmental harmony, while discussing:

- international cooperation,
- the profitability of eco-tourism,
- responsibility of marketing and promoting nature-based tourism,
- environmental sustainability, and
- protecting indigenous cultures.

For more information, or to order your copy of the 1991 and 1992 World Congress Proceedings resource books, contact:

THE ADVENTURE TRAVEL SOCIETY INC.
Promoting Adventure Travel • Protecting The Environment

6551 S. Revere Pkwy, Suite 160
Englewood, CO 80111 USA
(303) 649-9016, Fax (303) 649-9017

All in the Family

All submissions must be either *typed or printed* and should include the author's return address and/or phone number. The form on the inside back cover should be used when possible. *Entries need not be limited to career moves; any notable event or personal update is acceptable.*

Please send your submissions to Bill Halainen, 640 North Harrison St., Arlington, VA 22205. Changes of address should be sent separately to Debbie Gorman, ANPR Business Manager, Box 307, Gansevoort, NY 12831.

George H. Bowen (OLYM 55-56, DETO 65, DEVA 65-66, CHIS 66-69, SEQU 69-72, OLYM 72-92), has retired from his position as GS-9 supervisory park ranger in the Hoodsport Subdistrict at Olympic. George has formed a consulting/training business for ICS and critical stress debriefing. He can be reached at P.O. Box 888, Hoodsport, WA 98548, (206) 877-9768.

Gregg Fauth, who was the GS-9 assistant chief of interpretation at Crater Lake, now is the GS-9 chief of interpretation and resource management at Fort Vancouver. His new address is Box 2355, Vancouver, WA 98668, (206) 696-7655.

Bill Fink (HAVO 73-76, HOME 76-80, FONE/FRHI 80-90, ISRO 90-93), who was the superintendent at Isle Royale, is now the superintendent of Keweenaw NHP, one of the System's new areas. Bill writes that the park commemorates stories of the copper mines and their miners and families in the Lake Superior region, and adds that he'll be advertising for a chief of interpretation, admin tech/assistant, and historic architect this fall or winter. His new address: RR 1, Box 58, Houghton, MI 49931, (906) 482-4632.

Robert L. (Rob) Milliron (MANA 92, CATO 92, HAFE 92-93) has moved from Harpers Ferry, where he was a GS-3 temporary ranger/dispatcher at Harpers Ferry, to the Roanoke Valley District on Blue Ridge, where he's a GS-5 seasonal law enforcement ranger. Robert graduated second in the seasonal ranger class (number 41) that graduated from the National Ranger Training Institute at Hocking College in Nelsonville, Ohio, on May 20.

Martin O'Toole (GATE, STLI, MASI) has moved from Castle Clinton at Manhattan Sites to Perry's Victory, where he's a GS-5/7 lead park ranger and is supervising the interpretive, fee collection and ENPMA programs

Jock Whitworth (MOCA 78, GRCA 78-79, WUPA/SUCR 79-81, CACA 82-85, THRO 85-88, BIHO 88-93) has transferred from Big Hole, where he was the park's GS-11 superintendent, to Rocky Mountain, where he's taken a position as the GS-12 manager of the West Unit. His new address: 98 County Road 491 #13, Grand Lake, CO 80447, Work: (303) 627-3471.

Margaret R. Yates (KLGO Alaska 83-84, GRSM 85-89, MORA 89-92) left her position(s) as GS-7 collections manager, librarian and archivist at Longmire in Mount Rainier to become a GS-5 seasonal interpretive ranger at Grand Portage.

Rick Yates (OLYM 79-82, EVER 82, KLGO 83, GRSM 84-89, MORA 89-92) is now the GS-9 chief ranger at Grand Portage. Prior to his move, he was the GS-7 Carbon River area ranger in the Pacific Crest District at Mount Rainier. Rick's address: PO Box 112, Grand Marais, MN 55604, (218) 387-1175.

Missing Persons

We've lost touch with the following folks, most of whom have moved without providing us with a forwarding address. If you know where any of them are, please contact Debbie Gorman, Box 307, Gansevoort, NY 12831:

James McIntosh	Breckenridge, CO
Kathryn Warner	Sacramento, CA
Rick Beekman	Groveland, CA
Melody Krueger	Sacramento, CA
Steve Martin	San Francisco, CA
Clyde Lockwood	Polson, MT

Leadership *(continued from page 19)*

If it is REALLY important, restructure — make time. Teddy Roosevelt had the right idea: "Far better it is to dare mighty things, to win glorious triumphs, even though checkered by failure..."

SUGGESTED READINGS

"Even Eagles Need a Push" by David McNally, 1990, TransForm Press.

"Making a Difference" by Sheila Murray Bethel, 1990, Berkeley Books.

"The Nibble Theory" by Kaleel Jamison, 1984, Paulist Press.

"The Seven Habits of Highly Effective People" by Stephen R. Covey, 1989, Simon & Schuster.

"Peak Performers" by Charles Garfield, 1986, Avon Books.

"You are the Message" by Roger Ailes, 1988, Doubleday. ❖

ANPR Reports *(continued from page 31)*

Please note: Sheila Cooke-Kayser now works at Boston NHP.

Retirement Committee

In response to a number of requests, ANPR plans to hold one four-hour workshop on "Investing Fundamentals" during the 1993 Rendezvous. This probably will be held on either a "free" afternoon or some evening. ❖

Frank Betts
Retirement

Costa Rica *(continued from page 27)*

at the school could be reserved for your best performers. The SPN would then have a powerful tool to reward outstanding performance. The school would also meet many of your basic training requirements, something that many of your rangers feel is absolutely critical for the successful completion of their responsibilities.

"Another common way to motivate employees is to allow them to change their daily routines. I was delighted to see that Osa has adopted this measure by establishing a regular program of rotation of personnel between the ranger stations in the conservation area. Employees welcome this kind of change."

As a final example, this is what I wrote after visits to two ranger stations, again at **Corcovado:**

"On the 5th we left San Pedrillo to travel to the ranger station and research center at Sirena. We traveled in a boat that was barely adequate for such a trip, especially considering the unsettled weather conditions. Osa desperately needs to replace some boats and motors. The SPN is currently transporting rangers to the Isla de Cano in a 12-foot skiff, an unsafe boat for the 14 miles of open water. The larger boat at San Pedrillo looks like it was built by Noah and is completely inadequate for regular, safe use. If the SPN is going to operate in a marine environment, it should provide its employees with safe boats."

Costa Rican rangers aren't highly educated by our standards; many haven't finished secondary school. They exhibit, though, a dedication to resources preservation and protection that is remarkable. Wherever I went and with whomever I talked the rangers were hungry for information and knowledge about how rangers in other countries were attacking the very problems that the Costa Rican rangers faced. They didn't want to copy us. They simply wanted to know what worked and what didn't and how best to adapt what worked to their national reality.

As I said at the top, we owe these guys. They are doing their part to preserve and protect the world's natural and cultural heritage under extremely difficult circumstances. My hope is that as the ANPR becomes more active on the international scene, our members will support the efforts of rangers like those in Costa Rica. It wouldn't take much — an exchange of letters, technical information, a visit while on annual leave, the adoption of one of the parks there as a sister park with one of ours. Almost anything would do. We need to join together to make sure that our colleagues in other countries know that we care and that we deeply appreciate their contributions. ❖

Omega World Travel

The Association has signed an agreement with Omega World Travel, headquartered in Falls Church, Virginia. Omega is one of the top travel companies in the United States and is the largest woman-owned travel agency in the world. All travel booked through Omega will directly benefit the Association, in the form of travel credits for official Association travel or cash rebates to the Association.

Any personal travel (including transportation, car rentals, hotels, cruises, package tours, etc.) by members or their families, friends or acquaintances qualifies under the program.

Reservations for travel, may be made by calling the following Omega branch office:

Omega World Travel
12711 Shops Lane
Fairfax, VA 22033-3834
703/818-8848
800-283-3239
703/818-8822
Hours: 8:30 - 5:30 M-F; 10:00 - 2:00 Sat.

Omega guarantees that they will provide the lowest airfare at the time of ticketing, or they will refund double the difference. Further, if a traveler is dissatisfied with any portion of a trip, they will refund 100% of their commissions on that portion of the trip.

Omega will provide ticket delivery via overnight mail, or can provide pre-paid tickets to any airport or airline ticket office. In addition, Omega's 24-hour number (800-Us-Omega), accessible nation- and world-wide, can be used for information or difficulties encountered during travel.

All In The Family Submission Form

Please reproduce this and pass it on to anyone you know you might be transferring, leaving the Service or getting promoted. Entries must be legible!

Send submissions to: Bill Halainen, 640 North Harrison Street, Arlington, VA 22205.

Name: _____

Past Parks: Please use four-letter acronym and years at the park (MIMA '80-'85, YOSE '86-'93). No more than six parks please: _____

_____

_____

_____

Old Position: Please give park, district, series, grade and title: _____

_____

_____

New Position: Please give park, district, series, grade and title: _____

_____

_____

Address and Phone Number: Provide only if you want it listed: _____

_____

_____

Other Information: _____

_____

_____

_____

Association of National Park Rangers

Membership fees may be deductible as business expenses. Contact your IRS office for details.

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

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

Box or Street _____ Division: _____

City: _____ State: _____ Zip: _ _ _ _ _ - _ _ _ _

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

Type of Membership (Check One)

	Category	Individual	Joint
Active	Permanent	❑ $ 30.00	❑ $ 40.00
(all NPS employees)	Seasonal	❑ $ 20.00	❑ $ 27.00
	Retired	❑ $ 20.00	❑ $ 27.00
Life*	Active (NPS Employees)	❑ $375.00	❑ $500.00
(open to all individuals)	Associate	❑ $375.00	❑ $500.00
Associate	Regular	❑ $ 30.00	
	Student	❑ $ 20.00	
Supporting (indiv. & organizations)		❑ $100.00	
Contributing (indiv. & organizations)		❑ $500.00	
Subscriptions: 2 copies of each issue to organizations only		❑ $ 30.00	

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

The person who recruited me was _____

Important Notice

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

Administrative Use

Date: _____

Rec'd $ _____ Check # _____

By: _____

** Life members may pay in five installments of $75.00 (for individuals) or $100.00 (for joint memberships) over a 24-month period.*

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

Do you have friends who'd like to learn more about ANPR?

❑ NPS ❑ Other

Name _____

Address _____

City _____ State _____ Zip _____

❑ NPS ❑ Other

Name _____

Address _____

City _____ State _____ Zip _____

Directory of ANPR Board Members, Committee Chairs & Staff

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Bryan Swift, Lassen Volcanic
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Vice President, Communications/Representation
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North Atlantic Regional Rep
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(703) 207-9746

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