

# NEWSLETTER



## THE ASSOCIATION OF NATIONAL PARK RANGERS

Volume VII, Number 3

Fall, 1984



*WOOF dog team on a search in the Grand Canyon in 1982.*

*Wilderness Finders*

### Ranger Service Dogs: A Program Proposal

W. Greg Light  
Minute Man

Parks in the summer—visitation up, accidents and incidents up, staffing down from the previous year. Even on quiet days, the demands on a ranger's time and abilities can be considerable.

Shift log narrative, a typical July evening in a big, mountainous natural area:

4:00 pm: I'm on duty for the evening shift. It's been a fairly slow day for the park. I guess the rainy weather is keeping the visitors away.

7:30 pm: I just received a call from the park dispatcher, who asks me and my partner to respond to the campground in reference to a lost child. Upon our arrival, I question the parents and we prepare to set out on a search mission. I don't mind telling you, I'm a little concerned for the lost child. She's eight years old, never been out of the city. It's getting darker now and the rain is heavier. Search command has been set up, and my partner and I now set out to find her. My partner, Buford, seems to know just where to go, so I follow. The brush is thick and it's getting cooler. I hope she's ok.

8:10 pm: Buford stops. I hear a little girl crying. Buford approaches her slowly, and she gives him a big hug. Not a bad days work for a ranger and his partner. Oh, by the way, did I tell you that Buford is a German Shepherd?

Police dogs. SAR dogs. I prefer the title "Ranger Service Dog", for anyone who has had the occasion to work with a good canine team or has held the position of dog master must know the talent and skill that such a team can provide to any public safety agency. For the National Park Service, a park ranger service dog program

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## Editor's Notes

There is a discernible cycle in Newsletter affairs which parallels the overall seasonal pattern of the Park Service. During the winter, when the parks are quiet and the Post-Rendezvous High is at its peak, the contributions to the Newsletter flow in like a river during the year's first melt. As business picks up in the spring, that flow diminishes but can be maintained with a little shared effort between contributor and contributee. In the summer, though, work pressures, heat and vacations conspire to reduce the stream to a trickle, and the production of this publication requires considerably more effort on everyone's part. Particular thanks are therefore in order to this issue's contributors, who worked hard to get their articles in on time. The Association appreciates your efforts.

You'll note a slightly more technical tone to some of the articles in this issue. Several members have suggested that more sources and references be included with articles so that readers may further pursue their reading or research in the subject area. This will be done wherever possible in the future, too.

If you're going to Bar Harbor and have some ideas for future articles or comments on the Newsletter's format or directions, let's get together. I look forward to talking with you.

## Letters

Editor:

Much has been said in the last few years about interpretation being an optional activity which has legitimacy only as the handmaiden of some other management function. In his article, "Park Interpretation: a Choice, Not a Requirement", in the last Newsletter, Dave Dame reiterated this view. Specifically, he stated that "...without interpretation all the mandated functions and interactions in a park can and would still occur." Admittedly, this may be true in some parks. However, in most parks interpretation is itself a mandated function.

Two categories of parks in which interpretation is a requirement can be identified. Included in the first category are those parks which have interpretation mandated in their founding legislation. Independence is one such park. In fact, the park's enabling legislation specifically mentions interpretation no fewer than four times. Surely, there are other parks with similar legislation. If the mandate is not included in the enabling act itself, it might be found in the Congressional intent behind the legislation. This intent can be gleaned from the various hearings and reports which are generated as a bill makes its way through Congress.

The second category of parks in which interpretation is a requirement are those which are covered by a general legislative mandate. Included in this group are all of the historic areas within the national park

system. Both the Service and Congress recognized from an early date that interpretation (or education, as they then called it) was an important aspect of managing a historic site. The Historic Sites Act of 1935, which has served as the keystone legislation for operating historic areas, states that the Secretary of the Interior should "develop an educational program and service for the purpose of making available to the public facts and information pertaining to American historic and archaeological sites, buildings, and properties of national significance." This mandate has been carried out by the Service for almost half a century. It is unfortunate that it is sometimes overlooked when interpretation in the national park system is viewed as a whole.

As noted by Dave Dame, interpretation can play a key role in supporting other management activities throughout the Service. However, as can be seen from the foregoing, it often has its own role to play, especially in historic areas. In fact, since well over half of the units of the national park system can be classified as historic sites, well over half the units in the national park system have a mandate for interpretation. Therefore, if a Servicewide generalization about interpretation can be made, it probably should be that *interpretation is a requirement, not a choice*, rather than vice versa.

Russ Smith  
Independence

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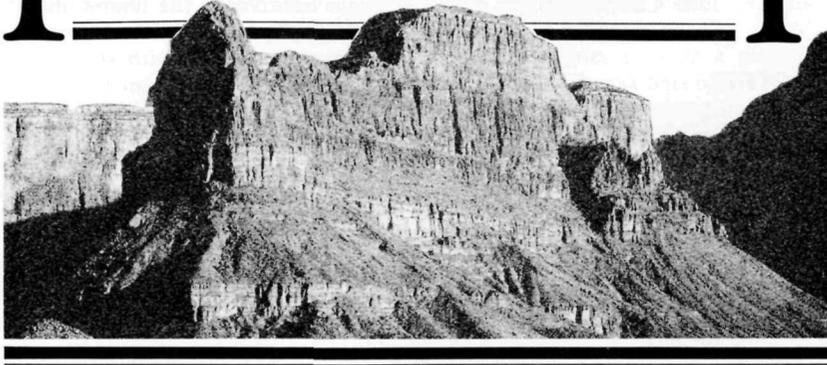
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# A MESSAGE FROM THE PRESIDENT



“...over the years we had watched all the high-salaried specialists splinter off. . .the foresters, the biologists, the interpreters or park naturalists, the historians, the geologists and so on.”—Lon Garrison, *The Making of a Ranger*, referring to a period in 1953 when he was superintendent of Big Bend.

“A park ranger seldom has time and energy for more than visitor services and law enforcement. When push comes to shove, management of resources becomes a secondary responsibility. The professional multidisciplinary park ranger has, for all practical purposes, become an antique.”—Roland H. Wauer, former chief of the division of natural resources in Washington, writing in a 1980 report entitled *The Role of the National Park Service Natural Resource Manager*.

These two men and other Service Professionals who have devoted major portions of their careers to resource management programs have been and are concerned about the quality of these programs in the National Park Service, and rightly so. Management of park resources is an absolutely vital function, and one which has always been an integral part of ranger responsibilities. Several issues surrounding resource management are probably more lively now than at any time in the past. One issue is that of a visible trend toward increasing specialization in resource management. This trend has been the result of several forces:

- The emergency nature of some park ranger work has tended to overshadow resource management responsibilities;
- Rangers/managers, in some cases, have had inadequate staff or training to properly perform resource

management programs simultaneously with visitor service programs;

- Since 1969 the GS-025 park ranger standards have not required a definite background in resource management for entry into the profession.

Because of these forces, the increased complexity of many other ranger functions, and the admittedly complex factors involved in most resource management activities, it is often necessary for a staff person to devote full time and attention to resource management.

There have been a variety of responses to these challenges:

- Some parks have established resource management specialist positions on their superintendent's staffs, or have created divisions of resource management;
- Some parks have placed increased strength and emphasis on the resource management function within their ranger divisions;
- The Service and ANPR have made a long standing commitment to revision of the GS-025 park ranger standards to require 30 semester hours of academic training in resource management for entry into the profession;
- The Service established 37 resource management trainee positions in 1982, and will add another 23 in Fiscal 1985.

These responses, combined with increased resource management training Servicewide, are logical and desirable. The emphasis *is* increasing on resource management programs.

When one asks whether the trend toward increasing specialization in

resource management is good for park operations, it is necessary to look at a variety of factors. Specialization in any field generally results in a better quality job being done in that particular specialty. The use of specialists to plan and review resource management programs, plan management actions, train and provide advice to field rangers, and perform outside liaison definitely can and should increase the quality of resource management programs. However, the potential also exists for some problems from resource management specialization. While it is essential that field rangers, maintenance staff and others remain involved in the implementation of resource management plans, there is the possible tendency of some field staff to take less interest in a program when it becomes apparent that it is someone else's specialty.

Management can avoid many of these problems by requiring accountability, but there is another approach to maximizing resource management programs while avoiding some of their pitfalls—the encouragement of complete involvement from rangers (whether interpretive or protection), maintenance people and others. Rangers in particular shouldn't take anything less than an aggressive stance regarding their involvement in resource management. As Roderick Nash said recently on these pages, “Let's find some rangers who can really range!” He was using that in the context of backcountry management, but it is all a part of ranger work and resource management.

If rangers are going to continue to have a major voice in resource management programs, it is vitally essential that we all be willing, even anxious, to earn the professional respect of managers in our resource management role. As one ranger of my acquaintance said recently, “We must earn the right to manage resources.” Once earned, we must re-earn that right continuously.

Much of the reputation of the National Park Service is based upon the positive view which the American public has of the visitor services activities of rangers, coupled with the competent management of superlative areas. Resource management activities are often less visible, usually less glamorous, sometimes more laborious than high profile visitor services. However, they are equally important. A lot of energy, knowledge, and enthusiasm has been directed to solving some very knotty protection problems over the past decade; i.e., emergency medical services, law enforcement training, and fire management. If we now direct some of that same drive toward resource management, I am confident that we can professionally meet our resource management responsibilities.

## Washington

### Health and Fitness

The Service continues to make progress in developing the health and fitness program, though perhaps not as rapidly as many of you would like. The Director's continued support and encouragement was demonstrated by his recent memo on the subject to all employees. As the Director mentioned, we are working on a Park Service health and fitness handbook which will be available to all employees. It is nearing completion and we have submitted a budget proposal for its publication and distribution. We are also ready to submit "minimum" fitness standards for several arduous and hazardous activities—primarily law enforcement and structural and wildland fire suppression. These standards will be submitted to OPM in an effort to determine their perspectives on them; standards for SAR, EMS, SCUBA, Nordic skiing and lifeguarding are still being studied. The Federal government's regulations and restrictions on such standards would make even the most well-entrenched bureaucrat blanch. The support received from the field and many Association members, however, makes the effort all the more worthwhile.

John Chew  
Shenandoah

### EMS Guideline

By the time you read this, the emergency medical services guideline (NPS-51) should be in its final stages. A work group met in Washington during the first week of August to consolidate the many constructive comments that were received as part of the review process. Those comments were incorporated where appropriate into the guideline's final version. This document is meant to aid parks in managing local park EMS programs, and should also reduce the overall costs, both in time and money, of managing the Servicewide program.

One factor that has not been well covered is the behind-the-scenes work which has taken place in putting NPS-51 together. Before the Service made the decision to move in the direction of an EMS guideline, many agencies, private sector medical providers, and emergency medical service organizations were contacted to see if the Service was taking a practical, workable course of action. Once feedback was received from them, the actual writing took place. We realized early on that rangers do not live and work in a vacuum, particularly in the EMS field, and that we needed field support for the program to succeed. We understand that those of you who may have read the

draft without the knowledge that the "skids had been greased" may have found the document a little presumptuous. We hope that you will feel more comfortable knowing that the Service understood the complexity of the issue and made every effort to do its homework.

John Chew  
Shenandoah

### Uniforms

A new contract has been awarded to R & R Uniforms, effective October 1st; it will be for one year with renewal options for an additional four years. Price changes for uniform items will take place on that date, but, because of competitive procurement, will be quite reasonable. The 1985 order forms with new prices must be used for any purchases after October 1st.

NPS-43, the proposed uniform program guideline, has been delayed due to changes being made to simplify the allowance system. It should be out in late winter.

### The Budget

As we went to press early in August, the House and Senate were attempting to complete action on the fiscal 1985 budget before their scheduled August 10th recess. The Service's budget was, of course, one of the many items under consideration, and some aspects of it are of interest to Association members.

Land acquisition funds should be increased this year. Last year Congress budgeted \$67 million for land purchases. Although there is still a \$30 million supplemental appropriations bill in Congress for fiscal 1984, this year the Senate version of the budget calls for a total of \$76 million and the House version for \$100 million. A figure somewhere between the two should be arrived at in the House-Senate conference.

Construction funds—excluding the \$100 million for roads that comes from the Department of Transportation—should be up considerably. The Service received just over \$44 million for construction last year; this year, both the Senate (\$98.9 million) and House (\$109.4 million) requests are substantially higher, largely due to the requests of individual Congressmen for work in their districts' parks.

The proposed sums for the ONPS (operations) portion of the budget, however, are roughly comparable to fiscal 1984's. The Service was allocated a little more than \$601 million last year, and asked for \$624.6 million this year (an increase of about 3½ percent). The Senate pro-

posal is almost the same; the House asks for \$5 million more, primarily for Park Police and visitor transportation in some parks.

### A-76

On August 6, the House passed S-864, a Senate bill to take the limitation off the amount the Service could spend on Volunteers in Parks, with an amendment to prohibit the application of A-76 to the Park Service, the Bureau of Land Management, and Fish and Wildlife. The bill then went back to the Senate for its consideration.

The heart of the amendment stipulates that "A-76 and any similar provisions in any other order or directive shall not apply to activities conducted by the National Park Service, except as may be specifically authorized by a provision of law enacted after the date of the enactment of this section."

### NRA Suit

As many of you know, the National Rifle Association (NRA) is suing the Service over the new regulations, which prohibit hunting and trapping except where specifically provided by law. The NRA contends that, where the enabling legislation is silent, the Service should have the discretion to open or close units to those activities.

The suit was filed on April 30th in U.S. district court in Washington, and the Service has responded that it feels the regulations are correct as written. Five environmental groups have intervened on the Service's side.

At present, the parties involved are "still passing paper around." It is unclear how long it will take the court to reach a decision on this case.

### National Park Protection Act

Although the House passed their version of this bill last year, it never received a hearing in the Senate and is now sitting in the Committee on Energy and Natural Resources awaiting action on some indefinite future date.

Another version, however, entitled "Wildlife and the Parks", is being evaluated in the Senate's Subcommittee on Environmental Pollution, whose chairman, Sen., John Chafee (R, R.I.), is a sponsor of the bill. Hearings were held on June 27th, but it is unlikely that the Senate will enact the Chafee bill in its current form this session.

## In Print

### Books

*Men For The Mountains*, by Sid Marty; The Mountaineers Press; 270 pages; 1978. Available in paperback for \$7.95, postpaid, from The Mountaineers, 719 Pike Street, Seattle, Washington 98101.

Recommended by Bill Conrad of Glacier.

Sid Marty, a former park warden at Banff, Jasper and other Canadian national parks, has written what has to be one of the very best accounts of the life and work of rangers (for Canadian wardens are analagous to American rangers) ever put down on paper. No less an observer than the eminently articulate Farley Mowat has called this book "one of the most exciting and enlightening" he had read in years, and has accurately described Marty as "a poet, a wit, and a brilliant observer (who) truly feels things with his blood and his guts and has the ability to make us feel them too."

Mowat's comments are right on the money. Reading Marty's vivid narratives of fighting wildfires in the mountains or confronting grizzlies is like listening to an old, trail-wise ranger telling stories over tap beer in the corner of some dark, rough-hewn Western lodge. He is profane, breathtakingly beautiful in his incisive and insightful descriptions of the park world, candid about his own errors, and refreshingly blunt and sacreligious about tourists, bureaucrats and park administrators. Anyone who can deftly skin a bear yet quote Chaucer to his horse (in Middle English no less) *has* to be an author worth reading.

Marty's book is written episodically rather than in a continuous, career-recounting narrative. Because of the wide variety of experiences he had in his years in the warden service, he speaks with authority and lucidity on a host of skills inherent to traditional rangers—wildfire suppression, poaching patrol, technical cliff rescues, anesthetizing bears, and, of course, dealing with a wide variety of Canadian park visitors, all of whom will sound familiar to National Park Service rangers.

Perhaps the best sections of the book are those in which Marty retells stories about the first wardens who worked in the parks. There's Ed McDonald, who broke his hip in a fall from a horse and spent days crawling painfully to his nearby cabin while grizzlies snuffed around him, awaiting his demise (he survived); George Busby, a warden enamored of sleeping with his cabin door open, who'd wake up to find everything from porcupines to bears as bedfellows; old Bill Neish, who once

submitted the following report to his supervisor: "Oct. 7th. Shot two bandits. Snowing like hell."; and the remarkable (for her time) Mona Matheson, who, newly married to a warden and recovering from illness, snowshoed the better part of 70 miles to join him on winter foot patrol of 400 square miles of high mountain terrain and temporary residences in the most spartan of cabins.

These stories provide a proper background for his accounts of wardens facing the more complex management problems of modern parks, because they allow Marty to show that the traditional vigorous, skilled, often cynical and occasionally heroic ranger still exists. Although at times a bit wistful in his recollections of the first wardens, Marty shows that their spirit is still alive, although endangered by bureaucratization and the encroachments of contemporary civilization.



Sid Marty and "Monte" on a patrol in the north section of Banff National Park.

He tells about Malcolm McNab, whose expertise with a boat and in water rescue and recovery procedures allowed him to take what for others would be deadly risks to recover the body of a falling victim. Then there's Peter Fuhrmann, who improvised a helicopter sling rescue technique that involved literally being pushed over a cliff edge with a stretcher so that the attending helicopter could get enough lift to pick him and the victim up. And Marty himself, who wryly and candidly relates the story of his confrontation, armed only with a fire shovel, with four slightly deranged citizens: "A wise man would have turned and run. But it is dif-

ficult to do when wearing the green uniform. It would draw too much attention and create such a lasting impression. I decided to back away like a bull elk, its antlers extended toward the foe."

Marty also describes professional skills like horse packing and tracking in an easy, straight-forward manner that both captures and clarifies the essential nature of each talent. Reading these passages is like taking a quick course in ranger skills.

Contrasting with these descriptive passages on the positive aspects of a warden's work are more pointed accounts of the forces of contemporary society working against the profession—from the encroachments of civilization to increasingly bureaucratic administration of the parks. At these points, he speaks with considerable conviction.

On journalistic sensationalism regarding bear maulings: "Stories about the savagery of nature, rare as they are, allow us to forget the savagery of a civilized world" and "that our chances are about one in a hundred of even getting to the mountains safely in our automobiles."

On park architecture: "It was as if the creator of this brick lemon had arrived blinkered and deaf to the sights and sounds of high mountains and green forest, as if his inspiration had driven him to build a Woolco store in the mountains."

On visitor destruction of park resources: "North Americans, by and large, still suffer from 'frontier hangover', though the age of the pioneer is long since over. This cherished myth, with its exploitative outlook toward the environment, is too prevalent to be ignored in the islands of wilderness that are our parks."

On park bureaucracy: "The Area Manager was a kind of flak catcher for the Chief Warden or, to borrow a nautical image, a breakwater that we hurled our energies against in an attempt to rock the boats of the administrators, bobbing at anchor in their tranquil backwaters."

For these pithy observations as well as for its adventure, humor, and occasional real poignancy, Marty's book is must reading for all rangers.

### Periodicals

There is a 48-page tabloid now circulating through some park areas entitled "Parks In The West And American Culture", which is a selection of articles on that topic published by the Institute of the American West.

Since 1975, the Institute has sponsored an annual conference in Sun Valley, Idaho, which brings "people in the humanities disciplines together with ex-

perts from other pertinent disciplines to discuss topics of interest and importance to the West." Past sessions have looked at topics as diverse as Rocky Mountain agriculture and Indian self-rule; this year's meeting, which was held in mid-August, focused on "the values represented in various questions relating to parks."

The original proposal was made by Dr. T. Allan Comp, the chief of Pacific Northwest region's cultural resource division.

"Although many programs examine administrative and management procedures, ecology questions, and political points of view regarding parks," says Institute Director E. Richard Hart in his introduction, "Dr. Comp stated that some questions relating to human values and parks have been studied too little."

A planning group was established which "identified a number of values and needs that the reservation of lands represent for human beings" and focused on several key questions: "To what human needs and values do the ideas of parks or reserved lands respond? What are the values placed on parks within different cultures and traditions? What does the need for parks say about us as humans?" The publication and the conference sought to explore these and other questions, both "material and philosophical."

There is simply too much in "Parks In The West" to offer any kind of adequate summary in these pages. A brief look at two of the articles contained within, however, will suggest the depth of reflection and commentary offered.

Alfred Runte looks at the history of America's conceptions concerning parks, and says that "park managers and environmentalists seeking evidence of the nation's dedication to its parks... will find little of comfort in their history" because "modern threats to the parks are not unique; they have simply worsened and multiplied." He argues forcefully that "the nation's reluctance to protect the parks properly began not as a series of oversights, but as deliberate precedent", that the motive of economic exploitation prevalent then is still at work, and that "the time of national decision is really at hand."

"Soon we will know whether the nation really intended its parks to survive 'inalienable for all time'," he says, "or whether those were simply words of convenience while the nation cashed in the freedom of the wilderness for its desire to exploit everything, even its sacred trust."

Barry Sadler, looking in the other direction, argues for the establishment of a park ethic for the future, since "we still lack a widely shared and coherent understanding of the meaning and significance of parks for contemporary society, even less a set of principles to guide and unify our conduct as users and our stewardship as managers for tomorrow.

This ethic, he says, should be "one which links (parks) to people, as well as landscape" because "it is vital that the underlying precepts which guide decisions should, at the very least, accord with fundamental social ideals as well as environmental necessity, and attempt to bridge these."

Along with proposing greater diversity of parks and the development of parks in relatively barren areas and along the fringes of metropolitan centers, Sadler holds that "a park ethic for tomorrow... must be closely tied with a broader urban and environmental ethic."

"It would promote, on the first count, a more humane and livable metropolitan habitat in which built and natural amenities are a designed part of the physical texture of the city," he says. "It would stress, secondly, not only the value of parks as models of sound environmental stewardship, but the inescapable necessity of applying the latter to surrounding lands as well."

If you're interested in reading this truly indispensable publication and can't find it in your park (5,000 were distributed to the Service), write to The Institute of the American West, P.O. Box 656, Sun Valley, Idaho 83353.

## Retired? Job Opportunity

available as resident caretaker of property within Cumberland Island National Seashore. Two bedroom furnished house with services. Husband-wife team preferred. General maintenance ability desirable. Small boat operation experience essential. Position open due to medical complications of present personnel. Please send resume to: D.N. Copp, 5 Birds Nest Lane, Prouts Neck, Maine 04074. Phone 207-883-9795.

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## Ranger Service Dogs

*Continued from front*

can only benefit or enhance any protection divisions current capabilities.

The Park Service, like all agencies, is also facing budget cuts, and consequently, personnel cutbacks. Now more than ever, the Service should look toward establishing guidelines and adopting a ranger service dog program.

As park rangers, we are called upon for every conceivable public safety function—law enforcement, crime prevention, facility security, executive protection, search and rescue, EMS and so forth. The ranger service dog program could benefit the Park Service in all of these areas in many ways.

First, the ranger dog program can be a benefit by saving the Service money. The program is cost effective; it saves money on personnel time by decreasing the amount of hours spent on specific projects. In search and rescue, a canine team can search an area faster and with more accuracy than a team of men can. Not only are they effective in SAR, but in building searches as well, where they reduce the number of people required for a thorough check to one person and a dog. A building can be search with 100% accuracy using this method. By reducing the amount of personnel on searches, money will be saved on overtime, supplies and even possible workmens' compensation claims.

Next, you save time. A ranger dog program could reduce time on all missions from 30—85%. Not only do you save time, but you increase your effectiveness due to the dog's much keener sense of smell and hearing. A dog is able to home in on a target and is not affected by human conditions such as lack of sleep, job burnout, too many hours in a day, personal problems or personal fears.

Dangerous situations also present themselves to park rangers, whether on a search for an escaped felon or on a check of an unsecured installation. These activities can be done more safely and properly by deploying a canine team.

It is a misconception that a park ranger with a dog would present a poor public relations image. This is not true by any means. People who look at a ranger dog team as a potential threat usually are people who are actually presenting threats to us or to other visitors. The average

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Greg Light has six years experience as a dog master, and is both a SAR dog and certified K-9 dog instructor. He is at present a seasonal at Minute Man.

visitor sees the team as a work tool. Just as carpenters have hammers, rangers can use canines to their advantage. If the canine team is trained properly, there is nothing to fear in public relations. The dog will be trained to accept people and work around them without being aggressive.

Sandy Bryson, a well-known and respected dog trainer and handler who has also worked with dogs at Yosemite, has found that people are very receptive to dog and handler teams. "As many successful dog units have demonstrated, the properly trained police service dog acts to facilitate police community relations," she has written. "In the context of cities, parks or rural communities, the dog provides excellent, healthy liaison and shortens the social distance between law abiding citizens and the officer in uniform."



*P.K. McCarthy  
Agility training exercise for Massachusetts' Metro Police canine.*

Canine training itself takes about 12 to 14 weeks, but before entering training, both the ranger and dog must be selected. Very few dog masters and dogs are cut out for this line of work, so particular attention must be given to the selection process. The selection of the dog master is particularly important, as the team will only be as effective or as valuable as he or she makes it. Close attention should be given to the candidate's reasons for wanting to be selected. A true dedication and desire to become a dog master should be displayed, not just his or her desire to obtain new career-benefiting training.

The candidate should have at least three years of protective service experience in a variety of areas under his or her belt before engaging in canine training. A commission should be required, and EMT training needs to be of prime importance. A background with animals should also be discussed. The candidate should be very professional and in good physical condition, and should not expect additional compensation for taking on this new responsibility. The chance for additional money tends to bring out undesirable candidates, although the salary should be comparable to that of other agency canine handlers. The candidate should be willing to work with the dog during off-duty hours, and the families of the candidate should also be interviewed to obtain their feelings on the new member.

The next step in the process is the selection of the dog. It is impossible to list all of the elements needed in selecting the dog in this article. My suggestion is to have a skilled dog master assist in the selection process, and to develop and adopt guidelines for a ranger service dog program.

Some basic rules of thumb are that the dogs should be male, 9 to 18 months old upon entering training, 75-90 pounds, well-developed and in excellent physical condition. The dogs should be free from disease, including intestinal trouble and heartworm; x-rays should be taken to rule out hip dysplasia; ears, eyes, nose and all extremities should be normal. Family histories should be obtained to rule out inherited weaknesses. The dog should be curious, but not overly aggressive, and should be tested to rule out gun shyness or work-related physical fears. All dogs should be German Shepherds. The Shepherd is the most intelligent, well-mannered, trainable, and athletic breed available. In addition to looking the part, their heritage and background make them most suitable for this type of work. For those who are interested, more detailed information can be supplied regarding further selection procedures by writing me care of this Newsletter.

After the selection has been made, it is now time for training. The most desirable training program is the full-time, certified 12-14 week course offered by many law enforcement agencies nationwide. As with the selection process, the same holds true for being extremely cautious in selecting the training program that is right for you.

First, there are private kennels that supply trained dogs to agencies, thereby eliminating the 12-14 week wait. The dogs receive their training prior to the handler's arrival, then the handlers are given approximately 40 hours of training and hands-on experience with the dog prior to

their return home. My personal experience and advice is not favorable for this type or process. Pre-trained dogs are a good idea, but they lack certain characteristics—most importantly, the trust that the dog and handler build through training. During 14 weeks of living and working together, a dog and handler will learn to trust each other, and an appreciation and love between man and dog builds, making them a tighter working, better functioning team. Moreover, some kennels may not provide medical guarantees on their dogs, as well as not being able to certify the dog's training in court if the need should arrive.

My recommendation is the full 12-14 week canine training program offered by police departments throughout the country. In selecting the program that fits your needs, you should first visit the police agencies sponsoring the training. Watch the dogs work and talk to the handlers about the school. Take notice if the dogs are friendly toward you, if the training area is properly equipped, and if the dogs are being trained in the field as well as in the training compound. Also, the cost of the training (if any) and the availability of the training to outside agencies is an important factor. My suggestions for training programs would be the U.S. Park Police, Secret Service, U.S. Customs and state police agencies, as opposed to local departments. As before, further information is available.

The training program itself consists of six basic areas: 1) obedience, 2) agility, 3) scouting, 4) tracking, 5) protection, and 6) practical applications.

Obedience is possibly the single most important aspect of a dog's training. Without an obedient dog, it is a waste of time and energy to work on the remaining five skills. Obedience training starts from day one and continues throughout the team's career. The dog learns to sit, stand, lie, heal, run and walk upon your voice or hand commands. The handler learns the proper way to correct the dog's bad actions and how to praise the good ones in addition to learning the proper commands and their placement.

The next step is agility training. You have no doubt seen the exercise where a dog walks a thin board, jumps over hurdles, climbs barrels and jumps through a hoop of fire. Although most people like to refer to such exercises as "cute little tricks", I'd like to think that I don't train animals for a circus. These "cute little tricks" are done for a reason. The dogs have fears, just as you or I. To overcome these fears and to learn to trust the handler, the dog is put through various exercises to extend his ability and to overcome these natural fears. This also pro-

vides the handler with a change to test the dog's ability to deal with real-life obstacles encountered on the park level. One area of the obstacle course that isn't done as a matter of practice is the "jump through fire" routine, which could injure or kill a dog and is strictly left to circus performers.

Scouting training provides the handler and the dog with the building search and crime scene search techniques needed if the team is to provide proper crime prevention or security checks. This training teaches the dog to rely on his senses of smell and hearing to detect intruders and pinpoint their exact location.

Tracking is used to follow a suspect from point of crime to point of capture, but, even more importantly, it is used in search and rescue. Once again, the dog's keen senses make it able to locate lost persons more quickly and efficiently than humans.

A dog's talents in this area are remarkable. Tim Setnicka, author of *Wilderness Search and Rescue*, tells of a search area problem that he conducted in which it was found that, "amazingly, one trained search dog can patrol a tract in six hours that it would take 106 workers 370 man-hours to comb with the same probability of detection."

Concerning an actual avalanche SAR incident, Setnicka says that "three dogs were able to cover an area 100 meters by 400 meters in about four hours' time."

"It was estimated that it would have taken 40 probe searchers approximately eight hours to cover the same area," he says. "The value of a team of trained avalanche dogs cannot be overemphasized.

There has also been significant proof showing that a dog's sense of smell can be used successfully to locate drowned persons in bodies of water. Because a decomposing body gives off a scent through body gasses, the dog can detect these escaping gasses at the water's surface.

Personal protection training teaches the dog to protect the handler, and should *not* be confused with attack training. Attack training is taught in a totally different fashion. Personal protection requires the dog to be physically aggressive to a person when given the command by the handler or when the handler is physically attacked. Then and *only then* will the dog's aggressive side surface, and will subside only when given the proper command or when the assailant physically submits to the dog's actions. This training also prepares the dog for crowd control situations. Protection training is often over-played by people in administration, who fear the possibility of "bad press", but a trained team will never be the recipient of such reporting.

Buford for example, was only used once for personal protection in the two years we worked together. At that time, I was physically assaulted by two males with beer bottles. Buford subdued one and I the other, and Buford's bite didn't even break the attacker's skin. I don't doubt that he could have, but I think he just wanted to get the man's attention, which he did.

"There is no better, low-profile law enforcement tool than the police service trained German Shepherd," says Bryson. "Records show that the very presence of dogs reduces crime and the tendencies toward crime. When felonies do occur, the police service trained dog is a much better option than a gun. A bullet, once fired, cannot be recalled. A police service dog can always be recalled."

Most of a canine team's time is spent on SAR missions, building searches and public relations, not protection, with public relations a primary duty. Buford spent more time with kids than Captain Kangaroo, and received more cards and thank you notes than I did. He projected a tremendous image to anyone he dealt with, good or bad, and so will the dogs in your program if it is properly administered.

In addition to these basics, a dog can be given a special skill area. This involves a few more weeks of training, but allows you to utilize the team more effectively. Areas of specialization are mostly confined to narcotics detection and bomb detection, but some trainers I've been working with have had very good success training dogs in venison detection (with obvious poaching season applications), and even detection of illegally imported sausages brought into the United States from Italy. A dog can be trained to detect almost anything that emits a distinct smell or odor.

Training a dog in narcotics detection is a fairly simple but time-consuming task. Dogs are trained to detect marijuana, hashish, cocaine and heroin, which have been hidden in areas as disparate as gas tanks, engine blocks and suitcases. The drug odors have been masked by perfume, manure and even female dog musk, but have invariably failed to defeat the keen smell of narcotics detection dogs.

Dogs are cost-effective in this area, too. In fiscal 1979, Customs dogs sniffed out enough drugs to show "a more than 16-to-1 return in terms of drug seizure value to budget dollars spent."

Bomb dogs are taught to identify one or more of the seven distinct scents found in explosives. By using a canine team to search for bombs, you decrease the man-

*Continued on page 10*

## Working Teams

### Sandy Bryson and Hobo II

Sandy Bryson has been working with dogs for almost 10 years, and is considered one of the principal authorities in this country on police service and rescue dog training. She and her first dog, Hobo I, worked seasonally and intermittently at Yosemite from 1977 to 1980, and, although now a full-time deputy for El Dorado County Sheriff's Department at Lake Tahoe, she and her current dog, Hobo II, continue to be an asset to the Service in their capacity as an on-call search team.

Sandy's interest in dogs began in Switzerland, where she worked with avalanche dogs in 1975. Realizing a need for a SAR dog unit in California, she worked with the RCMP and a SAR dog team in Washington on her return to the States, then established Wilderness Finders (WOOF, for short), a five-team SAR dog unit. The team received disaster search training at Tahoe, and area search training at Golden Gate with the Park Service's assistance. WOOF now has 20 qualified teams and its own three-man rescue training and certification team. Police service trainers provide that aspect of training, which requires four hours or so of work three times a week for two months.

All three of Sandy's dogs—Hobo I, Thunder, and Hobo II—have been trained in both police service and search and rescue, she says, yet have remained sociable animals. She found them to be "wonderful public relations tools" while working in Yosemite; people were "very positive" toward the dog, constantly stopping the team for petting and photos. Yet the dogs were still ready to aggressively protect her and her co-workers.

"Ranger protection is really an important function," Sandy says. "The dog gets to know all of the rangers, and their protective service is provided to all of them and can be extended to visitors as well."

Sandy is still quite involved with WOOF, and say that she and her dogs have participated in "close to 50" searches in the parks over the years, thereby providing invaluable assistance both in finds and in time and money saved on searches.

### Roger Johnson and Chuckie

Ever since 1974, Independence has been using dogs for securing buildings, crowd control, dignitary and VIP protection, and special events.

Supervisory Park Ranger Roger G. Johnson and his partner, 9-year-old German Shepherd Chuckie, are part of that operation, along with Lead Park Ranger

William Durant, who is currently in the process of training a new dog, 3-year-old Ajax.

A primary duty for these teams is checking buildings after alarms have come in, a frequent happening in this park with over 40 historic structures. Instead of employing several rangers in a half hour (or longer) search, the canine teams are able to perform the same task in 10 minutes or less with a higher probability of detection. An announcement is made at the building's entrance advising people to come out or a dog will enter; if that fails, Chuckie goes in with Roger, generally off-lead except in unknown terrain, and will corner and hold any person he finds ("holding" means "containment" unless the person tries to flee, in which case the dog will physically hold the subject with teeth).

The dogs also are quite useful in crowd control situations. At a marijuana "smoke-in" in 1982, for example, it became necessary to clear a boisterous crowd that had obtained a park permit under false pretenses. Operating off a long lead, Chuckie swept back and forth while moving forward under positive command. The technique was quite successful. "People move more readily for a dog than a human," says Roger.

A third use for the dogs is the securing of areas that have been cleared prior to VIP visits. The Secret Service, in fact, considers a dog's presence in such an area reliable evidence that it is totally secure.

Independence's dogs are trained in a 14-week course at Philadelphia Police Academy, and receive twice-annual, 24-hour in-service training at the Academy or at the University of Delaware. They also receive continuous on-the-job training.

At present, Chuckie and Ajax are trained principally to search and protect, but future dogs will also be trained in bomb detection.



Sandy Bryson and Thunder, her current dog's predecessor.

Sandy Bryson

power required and improve safety. One reason for this is that the canine team can do the work of many as 30 men with near 100% accuracy. Humans can only provide 30-40% accuracy, unless special, expensive equipment is utilized. Bombs can be disguised as telephones, museum pieces, books, and a multitude of other objects, but will still be detected by the bomb dog.

One such example occurred at a local high school in an area in which Buford and I were working. The school received a bomb threat, indicating the type of explosive used and the time set for detonation. Twenty police officers and fire fighters searched the school for 3 hours and located nothing. One cautious school official called us in because he wasn't satisfied with the all-clear from local officials. We started our search in the public areas and, 20 minutes later, we were searching the gym. Buford stopped and alerted to an air duct. After investigation, a bomb was found, set for 2:00 pm. A school assembly was to be held in the gym at 1:30 pm. Although most bomb threats are just hoaxes, some are not. Buford and I conducted over 300 bomb searches and found approximately 12-14 bombs, all quite real.

Buford's abilities in this area aren't unique. "Frequently a 50-yard corridor filled with lockers can be searched by a trained canine in less than two minutes due to the fact that the dog is capable of making swift decisions based on his olfactory sense," T. Patrick Cahill has written in the *FBI Law Enforcement Bulletin*. "The detection reliability of these dogs is well in excess of 95 percent. This high performance factor, combined with its rapid rate of search, makes the trained dog an excellent first choice in checking out bomb scares."

Before entering into training, you should determine your park's needs, then select the appropriate specialty area. It is not advisable to cross train a dog in specialties, because it may lead to confusion in reading a dog's alert signals.

The training, upkeep and equipment costs of a canine unit are minimal. Initial training is usually provided free to public safety agencies, but the handler's salary will of course have to be paid. The average daily upkeep of a dog is about \$1.00 per day, including food and water. Medical costs are also relatively low. One area of some expense that should be considered however, is the transport vehicle. Because most people don't want to ride in a car that smells like a dog, a vehicle may need to be provided for exclusive use by the handler. There is no perfect vehicle, just one that fits your needs. Since the team is on 24-hour call, the equipment for the dog and handler can be stored inside where it will be readily available. One

possibility that has yet to be investigated but may be of help in minimizing costs is the acquisition of a grant-type donation to the park specifically for the establishment and operation of a ranger service dog program.

The valuable asset that a canine team can be to any public safety agency can be seen everyday across the country. We in the Park Service are responsible for serving the public and providing safety in the national parks, but in some cases, we are not fully equipped to do so. A ranger service dog program can help to fill the voids. Low cost, effective, trained service is available. A park area willing to sponsor a pilot program could show other parks what an asset ranger service dogs could be to their operations. Guidelines such as NPS 9 could incorporate directives on training and program operations to insure compatibility and conformity among all park areas.

The bond between a dog master and dog is tighter than any person could expect between himself and a human partner. The dog works only to please the handler and receives only love and praise for a job well done. And no truer test of a team can be found than when one half gives his or her life for the other.

In August of 1978, I received a call for a bomb threat from the janitor of a local school. Upon my arrival, I approached the front entrance with Buford. He was seldom leashed, because he was so well trained. As we came up to the front doors of the school, my peripheral vision caught what I thought to be a person standing at the corner of the building, about 10 feet away. As I turned toward him, the person raised his hand. He had a gun. I drew my gun and ordered Buford to stay, but, for the first time since he was six months old, Buford disobeyed and lunged for the gun hand. A shot was fired, and Buford lay bleeding in front of me. Dogs are taught always to come back to you except when your life is threatened with a firearm, and that's why he disobeyed this one time. I can't begin to express the feelings that ran through me. My partner and close friend lay dead, giving up his life for mine.

During his two-year career, Buford had a near-perfect find rate in searching for lost persons, escaped felons, burglars in buildings, and hidden bombs. Although his career is ended, others can still emulate the model he set for canine ability.

By establishing a ranger service dog program based on proper training and guidelines, the National Park Service can enhance the protection of parks and park visitors with cost-effective, highly efficient, multi-talented and publicly-accepted dog and ranger teams.

## Further Reading

The following is a general but by no means all-inclusive bibliography of materials available on police service and rescue dogs. If you have any additions, please contact the Newsletter.

## Books

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- Setnicka, Tim. *Wilderness Search and Rescue*. Boston, Massachusetts: Appalachian Mountain Club, 1980. \$12.95. Available from NASAR Training Committee, 9035 Golden Given Road, Tacoma, Washington 98445.

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- Bryson, Sandy. "Police Service Dog Team Training Standards", 1981.
- Cade, William. "Legal Aspects of Canine Patrol: A Presentation to United States Police Canine Association, May 18, 1981, University of Maine - Orono."
- Doran, Jeff. "The ABC's of Dogs in Search and Rescue", 1977. \$2.00. Available from NASAR Training Committee, 9035 Golden Given Road, Tacoma, Washington 98445.

## Newsletters

- American Rescue Dog*, the newsletter of The American Rescue Dog Association. Available in return for contributions. Send to Alice Stanley, Route 1, Box 161-K, Woodford, Virginia 22580.
- SAR Dog Alert*, a newsletter published every six weeks by the SAR Dog Division of the National Association for Search and Rescue. \$6.50 per year. Write NASAR, SAR Dog Alert, PO Box 39, Somerset, California 95684.
- WOOFNEWS*, the monthly newsletter of Wilderness Finders (WOOF) Search Dog Unit. Available in return for contributions. Send to WOOF Search Dog, c/o Marin County Sheriff's Department, Civic Center, San Rafael, California 94903.

## Impact of Visitor Alcohol Abuse in the National Parks: Some Preliminary Findings

David Atkins, Chattahoochee  
and  
Bill Dwyer, Acadia

It is clear from the changes in the new Code of Federal Regulations that a response has been made to a perceived need within the national park system to more effectively manage the abuse of alcohol by park visitors. The new section, 2.35 (a)(2)(ii), prohibits open containers of alcoholic beverages from being carried within the passenger compartments of motor vehicles on park roads and in parking areas. Another new section, 2.35 (a)(3), gives park superintendents the authority to close certain areas of the park to the consumption of alcohol. The existence of these new regulations must indicate some heightened awareness of the problem of alcohol abuse within the park system; the purpose of our survey was to sample the magnitude of this problem across the Service and provide a partial data base for administrators who may be considering changes in their policies regarding the use of alcohol by park visitors.

In June we sent out a short survey to 75 Park Service units around the country, representing a cross section of parks, monuments and recreation areas. Among other things, the survey asked for information during the time period 1980-83 on such incidents as the number of deaths and injuries resulting from motor vehicle, climbing and boating accidents and how many of these involved the abuse of alcohol. We also asked for statistics on arrests involving alcohol abuse in the four categories of driving under the influence, disorderly conduct, public intoxication and assaults. Realizing that these data may not be readily available in all areas, we asked the respondents to be as accurate as possible.

To date we have received completed surveys from 31 park areas. These initial findings are presented in the two adjacent tables. Table 1 summarizes the number of deaths and injuries for motor vehicle accidents, climbing and boating accidents, and the proportion of these which involv-

ed alcohol abuse. The figures represent total values for all parks combined. Although there is some variability in the proportions of incidents involving alcohol from park to park, the proportions for the total sample seem to generally reflect what was occurring at the individual park level. In general, it appears that alcohol is not a significant factor in climbing deaths and injuries; those that did involve alcohol were primarily in non-technical climbing situations. For motor vehicle and boating deaths and injuries, however, alcohol abuse seems to be playing a much larger role. About two-thirds of all motor vehicle accident deaths and boating deaths and injuries involve alcohol abuse. Our sample indicated that about a quarter of vehicle accident injuries involve drunk drivers, a figure which jumps to 36% when one park, with its 574 reported auto accidents, is removed from the sample.

Aside from deaths and injuries, visitor alcohol abuse appears to be very costly in terms of manpower and money which must be allocated to managing people under the influence. Table 2 presents some statistics on arrests which occurred in 25 of the 31 parks responding to our survey. Of a total of 2,644 arrests, 2,014 or 77% involved visitors under the influence of alcohol and arrested for one of the four categories of DUI, disorderly conduct, public intoxication or assaults. Even at only five man hours per arrest, that's a lot of time, and the figures Service-wide must be tremendous.

Our sample of 31 parks reports 84 deaths, 652 injuries and 2,014 arrests over a four-year period, for which alcohol abuse was a factor. It is certainly not an insignificant problem. Some park areas have tried to deal with it through special

regulations which prohibit alcohol consumption entirely. Cuyahoga Valley, for example, has had such a regulation since 1981, and their problems have been greatly reduced. Other areas, such as Chattahoochee River, have closed portions of their parks to alcohol consumption, with similar results. Of course, even the prohibition of alcohol consumption in park areas, a step taken by many Eastern state park systems, would not totally eliminate the problem, if for no other reason than that some people who drink to excess off park jurisdiction would still enter park roads and waters in intoxicated conditions. Also, it does not appear to be the intent of the new CFR regulations that the Service deprive visitors of their right to consume alcohol within National Park Service areas.

From our initial survey results, however, it appears that the abuse of alcohol is, indeed, a major problem; it is costing hundreds of lives and injuries and thousands of man hours each year. The question is: What should be done about it? More enforcement, road blocks, regulations, visitor education, nothing? Does Cuyahoga have the answer? At the very least, we need to begin keeping thorough statistics on the problem.

Table 1: Survey results of park accidents and alcohol abuse for the period 1980-1983.

	# Areas reporting	# Cases	# Involving alcohol	% Involving alcohol
Overall deaths	21	381	—	—
MVA deaths	10	64	42	66%
MVA injuries	24	1309	341	26%
Climbing deaths	5	58	7	12%
Climbing injuries	8	157	22	14%
Boating deaths	7	56	35	63%
Boating injuries	10	419	289	69%

Table 2: Survey results of park arrests and alcohol abuse for the periods 1980-1983. (25 areas)

	# Arrests	# Involving alcohol	DUI	Disorderly	Public intox	Assaults
Total arrests	2644	2014	758	375	758	123
Percent of total alcohol-related	—	76%	29%	14%	29%	5%

David A. Atkins is a seasonal ranger at Chattahoochee. Dr. William Dwyer is head of the park ranger training program at Memphis State University and a seasonal at Acadia.

## Interpretation: To What End?

Bob Peart

While people have for many years attended programs in museums, parks or historic sites which generally relate to interpretation, the concept of interpretation is relatively new. Consequently, the philosophical base is still evolving and there is considerable discussion on the nature and role of interpretation.

One of the most important papers on this subject is by J.P. Foley and J.A. Keith: *Interpretation in Canadian National Parks and Related Reserves—To What End?* (1978). It, however, has received little attention by interpreters. For the purpose of discussion, they grouped the items that people would like to accomplish through interpretation in national parks and reserves into four categories:

1. Interpretation as a tool for attitude change;
2. Interpretation as a management tool;
3. Interpretation as an educational tool; and
4. Interpretation as a recreational/inspirational experience.

Foley and Keith concluded that the interpretation programs of Canadian federal parks and related federal reserves did not exist for any one of the above four reasons alone. Rather, these four should be viewed as threads which, when woven together, formed a pattern which would be unique for any given program. However, they felt that in discussing interpretation in national parks and related federal reserves, the pattern of these woven threads was clear cut. They concluded that federal resource management agencies must provide opportunities for Canadians to experience, understand, and enjoy their natural heritage, and to develop an awareness of man's place in nature. They felt this could best be done through an essentially recreational/inspirational program which

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stimulated an interest in visitors and provoked them to explore further. From their perspective, a recreational/inspirational experience was the answer to the question "interpretation—to what end?"

I agree with Foley and Keith's conclusion that interpretation is essentially a recreational/inspirational experience. This article will not attempt to retrace their steps but instead expand their thoughts and apply their conclusions to the entire field of interpretation, not just to Canadian national parks and related federal reserves. Foley & Keith's original paper, although I support it, is too narrow in its application. I hope, by applying their thoughts to the entire field, that any person interested in interpretation, will better understand the philosophy that interpretation is a recreational/inspirational experience and be able to apply this philosophy to their own program.

Before beginning a detailed discussion, the premises used to lay the foundation for the broadening out of Foley & Keith's paper should be outlined.

The first premise is that most interpretation programs, at least in Canada, are government sponsored. Data collected in 1976 (Peart) indicated that 94% of interpretation programs are funded by government agencies and 6% by private agencies. It is very clear that interpretation programs are funded by the taxpayer. This fact means the public, the taxpayers, are the ones who should benefit most directly from our programs.

The second premise relates to the relationship between interpretation objectives and the objectives of other activities within an organization. These objectives must demonstrate that interpretation is an equal partner in an organization's framework. Interpretation must not be looked on (as it usually is now) as a support function, or as a tool to assist another section in accomplishing their goals. Interpretation must develop a platform that will show our role as equals in an organization on a long-term, not a short-term basis.

The third premise is that interpretation necessitates the presence of real objects (Cherem 1977, Peart 1978, 1983). Interpretation, as described by Interpretation Canada's constitution, includes the phrase "through first-hand involvement with an object, artifact, landscape or site." The object being interpreted must be present.

The fourth premise is that any philosophical basis for interpretation must lay a foundation for the total discipline and not just for a part of it. The basis for interpretation must be suitable for historic sites, museums, zoos, aquaria, private and provincial (state) agencies, as well as for federal parks and reserves.

With these four premises in mind, this article will examine each of Foley and Keith's four categories and illustrate their relationship to interpretation as a whole.

### Interpretation as a Tool for Attitude Change

Foley and Keith questioned the appropriateness of government civil servants changing taxpayers attitudes when it is the taxpayers' money which support our programs. In other words, should civil servants be doing thing "for people" or "to people"? They concluded that civil servants can more directly serve the public by providing them with proper information about their heritage and by assisting them in experiencing this heritage firsthand. The citizen is then in the position to make his own intelligent decision. The authors viewed attitude change as a spin-off benefit of interpretation but not as the crux or philosophical base.

Foley & Keith's conclusion is appropriate, especially for government supported interpretation programs. I agree that the primary role of interpretation is to serve the public and not manipulate them to perform certain behaviors or think certain thoughts. (However, we must remember that there are a few private agency supported interpretation programs. If the trend of present government financial restraint continues, the number of these programs may increase in the future. Those private agencies who choose to support interpretation programs would likely have more definite reasons for becoming involved in addition to public benefit. Therefore, it may be justifiable for a privately supported program to have an attitude change goal as their primary means for existence, unlike government.)

Attitude change is not suitable as the foundation for government sponsored interpretation programs. Interpretation as a tool for attitude change should therefore not be selected as the primary basis for interpretation.

### Interpretation as a Management Tool

Foley and Keith recognized that a resource management element is a most important spin-off benefit of interpretation. However, they questioned whether the current scale of financial resources being used for interpretation is justifiable if the principal aim is park or resource management. They cited examples of how interpretation could be valuable "to stop the stripping of birch bark off trees," "to reduce public criticism of major management policies" and "to gain public acceptance for resource management techniques such as controlled forest fire burns." However, in terms of how interpretation contributed to society, they argued that

even if the promotion and care of parks is a social benefit, the most direct benefactor is the resource manager not the tax-paying public.

While recognizing the benefit of resource management directed interpretation, for a variety of reasons this category should not serve as the philosophical base for the entire field. To begin with, the concept of interpretation as a resource management tool may apply as a benefit of park related interpretation programs, but what about the remaining 40% (Peart 1976) of interpretation programs that are not focused on a resource or park based message? Historic sites and museums would find it awkward to use a resource management argument to support their programs. How useful would this philosophy be to an interpreter splitting wood at Fort Langley National Historic Site or a docent at the British Columbia Provincial Museum?

It can also be questioned whether resource or park information related to policies, park information, or safety, is even interpretation. Is a TV spot or slide show informing the public about the policies of an organization, interpretation? Remember interpretation necessitates the presence of a suitable object (Cherem, 1977, Peart, 1978, 1983). What is tangible or can be experienced about a policy? Would not resource or park management related programs be solely information?

Would it not be more beneficial to justify interpretation programs based on a long-term goal that defines it as an equal within the organization? Interpretation should not become a support program to accomplish another division's or section's goals! Being a support program, and not one that stands on its own, leaves interpretation more vulnerable to cutbacks and restraints. If it is not considered an equal within the organization, it will be considered a frill.

For these reasons interpretation as a resource management tool should not be the basis of our profession.

#### Interpretation as an Educational Tool

There is no question that interpretation and education are closely linked.

However, the appropriateness of education as the philosophical basis for interpretation should be questioned. Education is "the process of training and developing knowledge, mind and character by formal schooling" (Webster's Dictionary). Considering that our audiences are "essentially volunteers on a vacation or a day outing, and do not want or expect a formalized overstructured situation" (Cherem 1977), interpretation must by necessity be informal. In turn Tilden (1957) describes interpretation as having many other functions

besides imparting knowledge.

Interpretation and education are closely related. However, they do not have the same knowledge based goal, nor is a formal setting appropriate. These concerns should cause us to hesitate in adopting education as the philosophical base for interpretation.

#### Interpretation as a Recreational/ Inspirational Experience

Foley and Keith point out that "there are relatively few people in our society who must hunt for their livelihood. However, there are growing numbers of people who desire and demand that we preserve natural areas so that they can broaden their experiences and maintain their psychological balance through contact with the primitive world." With growing urbanization, many of these people cannot understand the special language of nature which, therefore, has to be interpreted to them. The demand is great and interpretation programs must exist to provide the opportunity to establish and maintain a link between the hearts of men and their natural heritage. Without this opportunity to relate emotionally with the natural environment, the public would be deprived of a widely felt need to develop as individuals in the full context of their nature environment. Foley and Keith feel it is on this basis, that interpretation should exist—to provide an opportunity to relate emotionally with the natural environment.

Examining this category from the broader outlook of the entire field, it seems to be the most legitimate category upon which to base *all* our programs. This recreational/inspirational experience offers the most direct advantage to the public. In turn, it places interpretation in its rightful position within the organization, i.e., on equal footing as equal partners. This category also serves as a suitable basis for programs whether of historical, natural or museological orientation. Interpretation should therefore be primarily designed for audiences who volunteer their time to enjoy the opportunity of experiencing and better acquainting themselves with their natural and cultural heritage.

#### Conclusion

The purpose of this article was threefold. The first was to provide more exposure to the ideas expressed in Foley and Keith's article *Interpretation in Canadian National Parks and Related Reserves—To What End?* The second was to express support for the conclusion that Foley and Keith reached. But the third, and most important reason for preparing this paper, was to apply Foley and Keith's conclusion that interpretation should be essentially a recreational/inspirational experience to the entire field of interpreta-

tion, rather than just to national parks and related reserves. Interpretation requires a more definite long-term framework that can establish us as equal partners within an organization and that will utilize the public's money in a manner that will more directly benefit them. Foley and Keith's paper shows the way to accomplish this end.

1. Interpretation as a tool for attitude change;
2. Interpretation as a management tool;
3. Interpretation as an educational tool;
4. Interpretation as a recreational/inspirational experience.

Interpretation does not exist for any one of the above four categories alone, rather these four should be viewed as threads which weave together forming a unique pattern for any given program. However, a recreational/inspirational experience objective should be dominant. The other three categories for reasons of less direct advantages to the public, questionable messages considering our audience, lack of presence of the object being interpreted, secondary level rather than primary goal development, and lack of application for the total profession were deemed less suitable as the philosophical foundation upon which to base programs.

Interpretation must provide opportunities for the public to experience, understand and enjoy their cultural and natural heritage, and to develop an awareness of man's place in this heritage. This objective can best be accomplished through interpretation programs which are essentially recreational/inspirational in nature. □

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## The Performing Art of Park Law Enforcement: Implications for Training

William Dwyer, Acadia  
and  
Jan Graham, Yosemite

During the last fifteen years the role of the National Park Service as a people-management agency has certainly matured into a major endeavor. With its 320 million annual visits, the system's traditional involvement in "visitor protection and resources management" is clearly undergoing a metamorphosis to "visitor management and resources protection." A review of National Park Service activities in the arena of law enforcement and visitor management since 1970 reveals an interesting array of edicts, policy statements, commissions, debates over guns, proposals, counter-proposals, training programs, and several trips back to the drawing board. Nonetheless, out of this patchwork has emerged a fairly coherent philosophy toward visitor management and a force of trained rangers who are able to effectively interpret that philosophy. At the foundation of this philosophy, of course, is the concept of "low key" law enforcement.

In the past this concept has had several interpretations, including such things as two-inch gun barrels, contract policing, patrol vehicles without emergency lights, bans on weapons during daylight hours, and handcuffs in the trousers pocket. Those days, however, seem to be over, and "low key" has taken on a new meaning, one which places more emphasis on how patrol rangers *behave* in their role as agents of authority.

We have written elsewhere (*Parks and Recreation Resources*, March, 1983) on the observation that law enforcement is actually a performing art and that the quality of the officer's performance is critical to the degree of compliance he or she can expect from the public. It may also determine the amount of physical force he or she ends up using. The tools available to the law enforcement ranger to conduct this performance fall in two general categories. On the one hand, there is the formal power—guns, baton, handcuffs, and powers of search and arrest. These are

given to an officer upon entrance into the profession; they may be necessary for the job but, alone, they certainly aren't sufficient, and if overused they can lead to real trouble. Furthermore, they generally aren't very useful for gaining compliance in most park settings on a day-to-day basis.

On the other hand, the effective law enforcement ranger must also have a well-developed capability with informal power—the ability to interact, talk, persuade, cajole and motivate. This type of power is, in fact, the basis of all police work, especially for what we call "low key" law enforcement. Unfortunately, most traditional training programs emphasize the formal power aspects of law enforcement to the relative exclusion of these performing art skills. Thus, the new officer is often left to develop his own skills in the use of informal power which must serve as the foundation for the formal power his commission gives him.

Because the development of informal law enforcement power is critical to the job, it would appear that more attention should be paid to developing these qualities during the training process, rather than leaving them to chance. The practical question is: how are such skills trained? If law enforcement is basically a performing art, and we believe it is, the answer to this question may lie in the observation that people in the traditional performing arts are all trained in the same way—by performing. They are required to act in controlled setting in front of their teachers and fellow students, their performance is critiqued, then they are required to act again.

In law enforcement this type of training translates into role-play activities which, in our judgment, should form a major component of law enforcement training

or in-service training programs. Role-play training should involve more than just building searches, shoot-don't-shoot scenarios and other similar situations. These may provide valuable training but they do not require interaction between the trainee and "violators", "victims" or others. Role-play training should include situations which demand that the trainee talk to people, calm them down, and motivate them to comply.

Our ten years of experience with role-play training has proved to us that the development of such programs is not difficult. Contrary to some opinion, it is not necessary to hire professional actors and write detailed scripts. All that's really required is some creativity and a willingness to have a good time, traits that can certainly be found in any group of rangers. To maximize the value of the role-play training experience we recommend the following guidelines:

1. The trainers should prepare for the scenarios in advance by "talking through" a few situations and developing some notions of what each scene should be like.
2. The scenes should be made relatively short. Don't let them drag on for more than five minutes.
3. The scenes should be typical situations which the trainees are likely to face.
4. Reassure the trainees that everyone will probably make mistakes and, in fact, there is a great deal to learn by making mistakes.
5. At least at first, the trainers, themselves, should play the role of the violator/victim, while the trainees play the roles of responding officer or backup.



Student handling an "accident scene" involving extreme emotions and serious injury.

Bill Dwyer

Dr. William Dwyer is the head of the park ranger law enforcement training program at Memphis State University. Jan Graham is a seasonal at Yosemite.

6. The trainees should initially approach the situations by themselves (i.e., one person cars) to develop some self-reliance and verbal abilities.
7. Set up the scenes so they provide an opportunity to assess three aspects of the trainee's behavior:
  - (a) knowledge of law, regulations and procedures.
  - (b) knowledge of mechanics and techniques.
  - (c) ability to interact with the violator/victim and to maintain control of the situation.
8. Critique each scenario immediately after its conclusion.
9. During the critique, provide feedback on good aspects of the trainee's performance first.
10. Involve the rest of the class (the spectators) in the critiquing process.
11. In establishing the parameters of the role-play training, make sure that the trainees understand that each scenario will stop *immediately* when the trainer says "Stop".
12. Try to keep the size of the training class to fifteen or less. Divide up larger classes into more than one group.

Aside from the obvious advantages to incorporating role-play experiences into training curricula, we have discovered several other benefits to this technique. Group members involved in role play quickly develop an environment of support and cohesiveness which greatly facilitates the learning process. It also develops self-confidence, thus decreasing dependence on formal power and the inappropriate use of aggression. In addition, students also find this type of training to be a very enjoyable experience, which increases their motivation to participate and learn. The trainees also become familiar with each other's skills and develop realistic expectations of how their colleagues will function in law enforcement situations. Finally, role-play training gives supervisors an excellent opportunity to observe the relative strengths and weaknesses of their subordinates, thus assisting them in determining work assignments, partner combinations, or needs for further training.

All law enforcement, but especially that which takes place in park settings, makes significant interpersonal demands on those who are charged with carrying it out. To do the job they certainly need the mantle of formal police powers which comes with role. But it is clear that they must also be experts in the use of informal power—they must first be able to perform. It is the essence of effective low key law enforcement.

## Field Reports

### Search and Rescue

#### Denali's Search for Uemura

On February first, Naomi Uemura, a famous Japanese mountaineer and adventurer, began an attempt to become the first person to successfully climb Mt. McKinley alone in winter. He seemed ideally suited for the challenge. In 1960 he was part of a team of climbers from Japan who spent a night camped near the summit of McKinley, and in 1970 he made the first successful solo climb of the mountain. During the same year, he was a member of the first Japanese team to successfully reach the summit of Mt. Everest, the highest mountain in the world. He had also reached the highest summits of Europe, Africa, and South America, each time going alone. He had rafted 3,700 miles down the Amazon River, walked the length of Japan, traveled 7,500 miles by dogsled from Greenland to Kotzebue, and was the first man to reach the North Pole alone by trekking across the frozen Arctic by dogsled. He had numerous narrow escapes during these adventures, but had always seemed almost indestructible.

This winter he had planned a 1,200-mile solo dogsled trip across the South Pole, but turned instead to a winter climb of Denali as training for that trip, which had to be delayed. Uemura planned to make a very rapid ascent, relying on snow caves instead of a tent, taking only essential equipment, and depending on raw caribou, seal oil and some dried fruit for food. On February 13, pilot Lowell Thomas and Eiho Ohtani, a friend of Uemura's, flew over the mountain. The climber told them by radio that he had reached the summit the day before, and that he wished to be picked up at his base camp, located at 7,500' on the Kahiltna Glacier, two days hence. The weather turned bad on February 14, though, and by the following day, Uemura still had not reached base.

An air search was begun by his pilot, but he could not locate Uemura along the intended descent route. On February 16, Uemura was spotted waving from a snow cave at 16,200', but no radio contact was made. The weather turned worse, and further searching was not possible until February 20. Ranger Bob Gerhard, piloting a Bell 212 helicopter from Anchorage, searched the climbing route extensively, but could find no sign of the climber. Gerhard got out at 17,300' and at 16,200' and searched snow caves in the vicinity without luck. Two fixed-wing aircraft were also used in the search. Ohtoni and Jim Wickwire, a well-known Seattle climber, began a ground search at 14,300',

but the weather again turned bad, preventing any further aircraft operations.

A base of operations was established at the Talkeetna Ranger Station, and West District Ranger Bryan Swift, Superintendent Bob Cunningham and Chief Ranger Tom Griffiths went there to assist Gerhard in the search mission. Paul Hartel, superintendent of Lake Clark, also joined this effort. The search generated a great deal of media attention throughout the United States, Canada, and Japan; at one time there were five different Japanese television networks represented in Talkeetna, as well as many other journalists. Several hundred phone calls from the media and people offering assistance were also received.

The weather broke on February 27, and Wickwire and Ohtani immediately requested to be brought off the mountain. They had searched to the point last seen at 16,200', and had found no sign of Uemura. They speculated that the climber had slipped on the steep ice between 14,300' and 16,200', and had either gone into a crevasse or had been covered by snow. Ohtani and Wickwire had suffered from mild frostbite and were getting low on food. They felt that there was no chance that Uemura was still alive, so the Park Service suspended further active searching. The search for Uemura's body will be carried out during routine ranger patrols on the mountain this summer.

Four experienced Japanese climbers from Uemura's university climbing club flew into the Kahiltna Glacier on February 27 to continue the search. On March 8 they reported that they had reached 17,300' and had found some evidence in a snow cave which indicated that Uemura had been there, but they found no trace of his body.

It has been said that Uemura was a hero in Japan, and that school children study about him and his accomplishments. In this country he has been compared favorably with people like Charles Lindbergh, the NASA astronauts and John Wayne. Our sympathy is extended to his family and the Japanese people.

It should be noted that there has been a fatality in three of the four winter ascents of Denali, and that there was a very narrow escape in the fourth. Even during the May-July climbing season, the fatality rate is one per hundred climbers in all but the last two years. Although not as high as many other mountains in the world, any attempt to climb it should not be taken lightly.

Tom Griffiths  
Denali

## Protection

### Weapons on Airlines

As the result of the problems several rangers traveling to a recent special event had with varying airline policies concern-

ing weapons transportation, the Newsletter was asked to determine what the appropriate regulations and policies are on such transport.

NPS-9 states simply that "when (a) revolver is transported on scheduled commercial carriers, in conjunction with authorized enforcement operations, it will be placed unloaded in the employee's locked hard-sided suitcase and transported in the baggage compartment (except in prisoner transport). In the case of commercial air travel, the ticket agent shall be notified of the fact that an unloaded weapon is being transported in locked baggage prior to checking the baggage with the airline." It also says that "weapons will be worn when transporting prisoners on commercial air carriers in accordance with applicable Federal Aviation Administration or other regulations." The references are paragraphs 4 and 11 under Chapter 8's defensive equipment guidelines.

The FAA's regulations (Airplane Operator Security, paragraph 108.11) are more explicit but too long to reprint here. In summary, here is what they have to say about on-board and checked baggage carriage.

You may carry a weapon aboard an airplane if you:

- are a Federal employee authorized to have the weapon;
- need to have the weapon accessible in connection with the performance of your duties;
- notify the airline at least one hour before departure (or as soon as practicable in case of emergency); and
- identify yourself to the airline agent with your commission.

If you intend to leave your weapon in your checked baggage, you must:

- declare to the airline agent that the firearm is unloaded "either orally or in writing before checking the baggage";
- place the weapon in a container that the airline considers appropriate for transportation; and
- lock the baggage and have exclusive control of the key.

A survey of eight airlines revealed that, at best, most ticket agents are quite hazy about these regulations and uncertain in their interpretation of them. Each had a variation or two to add:

- American - Specific agency authorization must be presented for on-board carriage, which may or may not be allowed. Checked weapons must be in a locked, hard sided or crushproof container, which they sell for \$30 if yours doesn't meet requirements. A written declaration is required.

- Delta - Written declaration required for checked baggage. Commission alone acceptable for on-board carriage.
- Eastern - On-board carriage allowed only with specific orders. Written declaration required for checked baggage, with one copy inside bag and one to airline agent.
- United - No carrying of weapons on board allowed. Oral or written declaration must be made at ticket counter for checked bags.
- People's Express - Commission alone is acceptable for either on-board or checked bag carriage.
- USAir - Weapons may not be carried aboard. Written declaration is required for checked bags.
- Northwest - Same as USAir.
- Piedmont - Airline must be advised of weapon to be carried aboard when reserving flight and one hour before departure. Weapons in baggage must be declared.

#### Court Rulings

Early in May, the 4th U.S. Circuit Court of Appeals affirmed a district judge's ruling that a Shenandoah ranger was reasonably justified in shooting three hunting dogs that were chasing bear within the park.

The owner of the dogs, which were shot in 1977 on opening day of bear season, had filed suit against the government following the judge's ruling that the ranger had exercised due care and was not negligent. The appeals court agreed with the judge and observed that the owner "was responsible for his dogs and the dogs were clearly in violation of Federal regulations."

The Supreme Court ruled on July 3 that police can question motorists during ordinary traffic stops without first warning them against self-incrimination because such a stop does not constitute custody. Lower courts had been divided on the application of Miranda to misdemeanor traffic offenses.

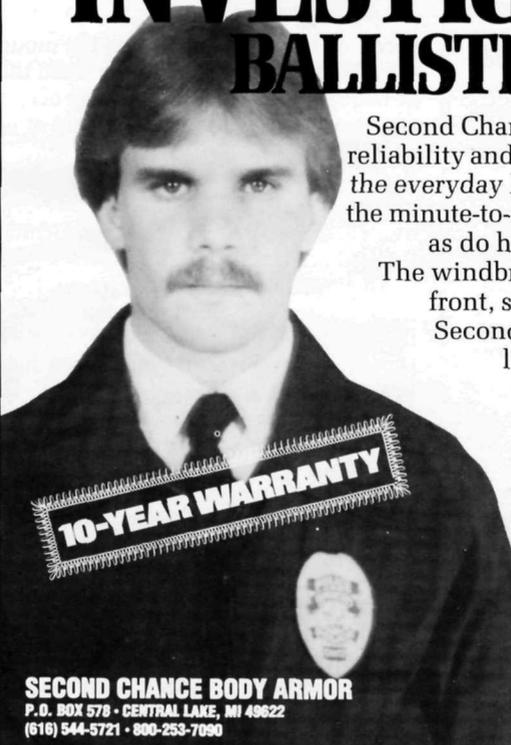
As reported in the *New York Times*, the Supreme Court said that "the crucial distinction, for purposes of the Miranda rule, was not between a traffic offense and more serious crimes but between 'custodial interrogation' and less formal police questioning."

"Questioning incident to an ordinary traffic stop is quite different from station-house interrogation," Justice Marshall said. Although a motorist is not free to leave, he continued, the experience is 'comparatively non-threatening' and does not constitute 'custody' for Miranda purposes."

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## Association Notes

### Rendezvous VIII Update

Rendezvous VIII will be held in Bar Harbor, Maine, between Tuesday, October 16, and Saturday, October 20; if you haven't yet made arrangements to attend, now is the time to do so.

The first thing you must do is renew your membership in the Association if it is not current. There's a form on the inside back cover for that purpose.

You'll also find a registration form there. Since all pre-registration was to have been completed by September first, you will need to attend to this when you arrive at Bar Harbor. If, however, you won't be attending but still would like a T-shirt, this form can be used for ordering one. Send the form and a check to Kathy Loux, PO Box 9, McKinley Park, Alaska 99755.

All travel and lodging arrangements will be handled by Acadia Travel in Bar Harbor. Lodging will be in four area motels, and prices will be in the \$28-30 range for each. If you are making both travel and lodging reservations, you can call the travel agency collect; if you are only reserving lodging, however, you must call direct. Contact either Kit or Lou at Acadia Travel, Northeast Harbor, Maine 04662, 207-276-5106. (When making a collect call, tell the operator that you're making arrangements for the Ranger Rendezvous so that your call will be accepted.

Although all air travel arrangements should be made through Acadia travel so that organizers will know who is coming on what flight and when, members should know that Delta Air Lines is offering the Association a special meeting fare, MCF30, which affords at least a 30% discount off Delta's round trip, undiscounted day coach fares. Departures to Bangor must be made for the period between October 13 and October 19, with a maximum permissible stay of 15 days. Reservations must be made and tickets purchased at least seven days before departure. If special fares which represent a savings greater than 30% are available, you will be confirmed at the lower rate, providing normal qualifications for that fare have been met. Delta asks that your travel agent—presumably Acadia Travel—place these reservations through a designated toll free number (1-800-241-6760) to obtain these advantages for you. The same travel discount is available to those attending the search management course at the end of the Rendezvous.

### Agenda

Bob Cunningham of Denali, Rendezvous program coordinator, has finalized

the schedule of events for the gathering, which will be as follows (October 18th presentations are before the entire group; October 19th's are separate workshops):

**October 16**  
 All day Registration  
 Afternoon Board Members' Business Meeting  
 Afternoon Social at the Seaview Restaurant

**October 17**  
 9 a.m. Rendezvous VIII in Session—  
 Dick Martin, Association President  
 Welcome—  
 Ronald Wrye, Superintendent, Acadia  
 Herb Cables, Regional Director, NARO  
 10 a.m. Address—  
 Russ Dickenson, Director, National Park Service  
 11 a.m. Guest Speaker—  
 Senator Gaylord Nelson, Chairman, Wilderness Society  
 Noon Lunch  
 1:30 p.m. General Session, Association Business Meeting  
 Evening Boat Trip

**October 18**  
 9 a.m. Ranger Activities: Goals and Directions—  
 Dan Sholly, Chief of Ranger Activities, WASO  
 Trends and Issues in Personnel Management—  
 Richard Powers, Assist. Director, Personnel/ Administration, WASO  
 10:45 a.m. Break  
 11:15 a.m. Career Counseling—  
 Bob Barbee, Superintendent, Yellowstone  
 Noon Lunch  
 1:30 p.m. Investment Strategy—  
 Merrill Lynch, Pierce, Fenner & Smith  
 2:45 p.m. Break  
 3:00 p.m. Preparing for Management in the NPS—  
 Herb Cables, Regional Director, NARO  
 Roger Contor, Regional Director, Alaska RO  
 John Cook, Superintendent, Great Smokies  
 Jim Tobin, Regional Director, PNWRO  
 4:00 p.m. NPS Employee Survey Results—  
 Dr. Don Field, NPS-CPSU, Orgeon State  
 Evening Fun Run  
 Bus tour, Acadia

### October 19

9:00 a.m. NPS Housing Task Force Report—  
 Steve Lewis, Deputy RD, NARO  
 Supervision: Nuts and Bolts  
 Jim Brady, Assistant Superintendent, Zion  
 Tax Advice—  
 Merrill Lynch, Pierce, Fenner & Smith  
 High-Tech Future Interpretive Techniques—  
 Steve Gregory, President, Edgeware Systems  
 10:00 a.m. Supervision: Nuts and Bolts  
 High-Tech Interpretive Techniques  
 Tax Advice  
 What's in the Hopper: Current and Proposed Bills Affecting Resources and You—  
 Randy Jones, Assistant Superintendent, Olympia  
 11:10 a.m. High-Tech Interpretive Techniques  
 What's in the Hopper  
 Tax Advice  
 NPS Housing Task Force Report  
 Noon Lunch  
 1:30 General Session, Association Business Meeting  
 Elections  
 Evening Rendezvous Dance

### The Raffle

Rob Arnberger of Saguardo, the overall Rendezvous raffle coordinator, is still actively seeking contributions from members and friends of the Association. He is particularly interested in any "hand-crafted or homespun" items, such as home-brewed beer, preserves and hand-made shirts, and is also asking that rangers in the East give special attention to the possibility of contributing something this year. All items that are mailed ahead of time should be sent to Stan Robbins, Seawall Ranger Station, Manset, Maine 04656, with the words "Raffle Item" marked on the outside. If a homemade contribution is not possible, any other worthwhile item will be appreciated. If you know of a company interested in making a donation, contact Ken Morgan at Cumberland Island, as he is handling that aspect of the raffle.

Receipts for all donations will be provided at the Rendezvous this year instead of by mail. This will give contributors the necessary record for tax deduction purposes well before the income tax filing period.

The raffle made over \$2,000 for the Association last year, displayed the talents of rangers throughout the Service and proved a great entertainment for all attending the Rendezvous. Rob strongly encourages members to again submit donations so that this year's raffle will surpass even last year's record-breaking effort.

### Post-Rendezvous Course Offering

As reported in the last issue, the National Association for Search and Rescue will be offering their "Managing the Search Function" course between October 20 and October 23 in Bar Harbor. The course will be just over 30 hours long, and will cost \$125. In order to register, you must contact the NASAR Training Committee, 434 Thatcher, Boise, Idaho 83702. Lodging will be at the Atlantic Oakes By-The-Sea, and the motel will offer the same rates that it is for the Rendezvous. Stan Robbins should be called for room reservations at 207-244-3030 (home) or 207-288-3360 (work).

### Business Meeting Agenda

An agenda has been prepared for the business meetings that will be held at the Rendezvous so that members will have a better idea of what topics will be brought to the floor and in what order. Some adjustments are possible and topics may be carried over from the first session to the second session if necessary, but the essential order will be as follows:

#### October 17:

President's message  
Business manager's report  
Editor's report  
Other officers' reports  
Old business:

Constitutional revisions  
Association objectives through 1989  
Publicity—Where do we stand?  
Seasonal health insurance—Can the proposal be revitalized?

#### October 19:

Work group reports  
New business:  
Raffle fund allocations  
Sales and marketing  
Establishment of new work groups  
Other new business from the membership  
Rendezvous IX—Where and when?  
Nomination of officers:  
President  
Secretary  
North Atlantic Regional Rep  
National Capitol Regional Rep  
Midwest Regional Rep  
Rocky Mountain Regional Rep  
Alaska Regional Rep

President Dick Martin has emphasized his desire to see competition for all offices in these elections: "Board positions in the

Association are open to competition. It is absolutely vital that we have new blood on the board, and all members who want to run for office should do so."

### Meeting Procedures

The Rendezvous has grown from a small gathering where informal discussions took place over a beer keg to an august assembly replete with business meetings and seminars, while still retaining the traditional keg.

Although the social nature of the Rendezvous hasn't changed, our business meetings are more formal and fuller than ever before. In a large assembly such as the Rendezvous, where most business is conducted only once a year, several conditions must prevail. First, business must be conducted expeditiously, otherwise little will be accomplished. Second, all views, especially those of the minority, should be allowed to be expressed. Third, a system of procedure defining how members conduct themselves in business meetings should be in effect.

In the past, in order to meet all three conditions, the officers of the Association have largely followed the rules of parliamentary procedures, as have the members who are knowledgeable in these procedures. This year, in order that everyone be effective and participatory members, an information sheet on parliamentary rules will be included in the Rendezvous registration packet. Members who attend should spend a little time reading these rules so that the business meeting can proceed efficiently and expeditiously, thereby affording more time for attending to the social mission we've all come to enjoy.

There are a few parliamentary procedures, however, that should be mentioned ahead of time to reinforce their importance. These are as follows:

Obtaining the floor—A member must be recognized by the presiding officer in order to speak. This is particularly important to prevent undirected discussions, concurrent speaking, and a great deal of confusion. Once you have been recognized, you may speak; when you are finished, you yield the floor by sitting.

Making a motion—Any member may introduce a motion, which is a formal proposal that the group take certain action, at any time when no other business is before the assembly. Once before the assembly, the motion must be adopted or rejected by a vote, or the assembly must take action disposing of the question in some other way before any other business can be brought up. Only one motion may be considered at a time. The motion must be offered verbally, then in writing to the presiding official.

Seconding a motion—A second simply

signifies that the motion should come before the assembly for discussion and does not imply agreement with the motion.

Secondary motions—Although a main motion on the floor must be acted upon before other business can be taken up, secondary motions are permissible for certain purposes. "Points of order or information" are allowed for clarification or correction of the main motion, and can even be made while someone is speaking (courteously, of course) so that business may be expedited. A "motion to modify or amend a motion" may be made when a member gains the floor; after it is seconded and discussed, it must be voted on before further action is taken on the original motion. A "motion to close or limit debate" may be made to either put a time limit on or end discussion; the latter is done by "calling the question", and must be seconded and approved by a 2/3 vote of the membership. A mover may "withdraw a motion" at any time before final action is taken on a motion, providing no one objects; no second is necessary, and a vote must be taken.

Voting—Voting is conducted by voice, except when a motion is made for closing or limiting debate. Members may challenge the results of a voice vote by "calling for a division". A count by show of hands must then be made.

As noted before, a more detailed information sheet on parliamentary procedures will be available at Bar Harbor. These rules are offered so that you may become a more effective participating member at the business meetings. By knowing how to quickly dispense with the important business of the Association, we can more quickly get to the equally important socializing of the Rendezvous.

Mary Kimmitt  
Independence

### Association Objective - Some Thoughts

At the last board meeting, President Dick Martin assigned some of us to look into the Association's purpose, directions for the next five years and other related topics—a rather large assignment. Copies of a draft were mailed to board members and others who had shown an interest in the past. These comments have been incorporated into the following draft.

We would appreciate your comments on the following objectives for your Association, many of which will be discussed at the Rendezvous:

- Reinforce the Association's position as the "guiding light" of the national park ranger profession by always setting the highest professional standards for all Association activities.

- Maintain emphasis on the four aspects of the park ranger profession:
  - Interpretation
  - Natural and Cultural Resources Management
  - Park Management
  - Visitor Protection
- Provide the most accessible forum for field rangers to address issues affecting the profession.
- Continue publication of a professional quarterly newsletter.
- Conduct an aggressive public relations campaign for the profession.
- Maintain credibility with field rangers in all disciplines, at all levels and in seasonal, permanent and retiree ranks.
- Maintain a Constitution and Bylaws that provide efficient yet responsible management of the affairs of the Association.
- Expand input into Park Service task forces in areas that affect park rangers.
- Make committees and work groups responsible for producing results—both committees, dealing with long-term Association business (Rendezvous, equal opportunity, etc.), and work groups dealing with specific Association issues (quarters, 025/026, etc.).
- Continue to offer frank, constructive criticism and assistance to Service management in matters concerning the profession.

**Semi-Annual Operating Statement  
January 1, 1984–June 30, 1984**

<b>Beginning Balance —</b>	
January 1, 1984 .....	\$19,216.49
<b>Receipts .....</b>	<b>\$11,441.83</b>
Accrued Interest	\$504.69
Newsletter	235.00
Dues/Membership	7,578.75
Rdzv. VII	3,123.39
Rdzv. VIII	—
<b>Expenses .....</b>	<b>\$12,638.78</b>
Bank charges	—
Newsletter	7,899.06
Dues/Membership	1,135.47
Sales	223.45
Rdzv. VII	212.00
Rdzv. VIII	1,381.66
Legal Fees	151.00
Travel	900.00
Mini-conferences	325.35
Postage	187.13
Telephone	4.83
Supplies	5.74
Printing	108.09
Mail Service	105.00
<b>Ending Balance —</b>	
June 30, 1984 .....	\$18,019.54

- Draft position papers and statements that will further the purposes of the national park system as set forth in the 1916 Act and other related legislation.
- Develop and maintain a personal relationship between the President and the Director and between the Regional Representatives and their respective Regional Directors.
- Cooperate with all other organizations with similar goals and objectives.
- Maintain strict and complete autonomy with respect to the National Park Service and all other organizations.
- Provide educational benefits for members in such areas as personal development, field skills, management and supervisory techniques through newsletter articles and Rendezvous workshops, and consider sponsoring specific training sessions or providing scholarships to members.
- Plan and present an annual Ranger Rendezvous that is a combination of stimulating workshops and speakers and opportunities for fellowship.
- Plan Rendezvous' well enough in advance to afford sound operations.
- Fund the Rendezvous with money that is separate from the general membership dues or raffle proceeds, but maintain reasonable registration fees in order to make the Rendezvous accessible to the greatest number of members.
- Establish Ranger Rendezvous sites on a rotating basis in order to assure reasonable accommodations and efficient management of the Rendezvous.
- Continue the movement toward making the business activities of the Association more professional.
- Maintain fiscal solvency through the development of a five-year budget.
- Maintain strict control over activities in order to protect IRS tax-exempt status.
- Refuse to become involved in political arena that affects the National Park Service, including but not limited to lobbying elected officials and supporting or attacking political appointees.
- Grow to 2,000 members by 1988.

Please send any comments to your regional representative or any other officer for discussion at Bar Harbor. Better yet, come yourself and discuss them in person.

Jim Tuck  
Rocky Mountain RO

**Supervisory Appraisal  
Essay Contest**

Supervisors. We all have them. Some are the greatest thing since canned beer, but others. . . well, they may take a little care and feeding from time to time. Whenever rangers get together around a meeting table or over a cold one, the discussion sooner or later gets around to supervisors and/or supervision. If you can remember (sometimes through the haze) any of those great, golden moments of one-upmanship—i.e., “If you think that was bad, why I used to have a supervisor who. . .”—then we want you!

The Association is sponsoring a contest, complete with prizes, on supervision. Actually, there are two contests involved, each asking an essay response to a separate topic. Number 1: “Why the best supervisor I have had in the Park Service was so great.” Number 2: “Why the worst supervisor I have had in the Park Service was so bad *and* how I/we dealt with the situation.”

Now, we do not want names and serial numbers of these real life examples, however tempting that might prove to be. But we also do not want great flights of fancy either, so please limit yourself to real people who you have had as supervisors. The candidates need not be immediate supervisors; people one or two levels up are also appropriate choices. The purpose here is to collect real examples of each type from throughout the Park Service so that we may all learn from their positive or negative examples. Character assassination is not what we're looking for.

A secondary purpose of the contest is to collect these real life examples for use as part of a training course in supervision which I have been working on and for the use of other people with similar interests. We will publish a breakdown of the characteristics of both types and how often they were mentioned in a future issue of the Newsletter. This information should help us all do a better job at the sometimes frustrating but always important task of effective supervision. We need to know from you what works and what doesn't work.

Without too much arm twisting (actually none, but we don't want you to think they were eager for the job as it might spoil their images as overworked, hard-charging professionals), we have lined up some familiar names to judge the contest. They are all sincerely concerned with improving the quality of supervision in the Service, and this is your opportunity to tell them how things actually are in the field now. The judges are Dan Sholly, Doug Morris, Bill Wade and Jim Brady.

*Continued on page 22*

## Regional Reps Report

### North Atlantic

Representative Stan Robbins, Acadia. Address: Seawall Ranger Station, Manset, Maine 04656. Phone: 207-244-3030 (home), 207-288-3360 (work).

Stan is working on getting Association representation at the regional quarters training session in November, and at developing contacts with the regional director regarding housing issues. He's also working on a tri-regional mini-*rendezvous* with Mary Kimmitt and Rick Erisman.

### National Capital

Representative Rick Erisman, C & O Canal. Address: PO Box 31, Sharpsburg, Maryland 21782. Phone: 301-432-2474 (home), 301-739-6179 (work).

Rick is looking forward to seeing as many of you as possible at the *Rendezvous*, which he will be attending from October 14 to October 21, and asks that each of you give serious thought to your nomination for the office of regional representative from National Capital, as his term expires this year. Although Rick is willing to serve one more two-year term, he does not wish to run unopposed; there are other qualified candidates in the region, particularly among park representatives.

During the summer, Rick was in touch with Dick Martin concerning goals and issues. He will be assisting Mary Kimmitt and Stan Robbins with coordinating a mini-*rendezvous* to be conducted during the winter of 1984-1985. Rick will also be meeting with Regional Director Jack Fish before Bar Harbor, and will be in touch with many of you as well.

### Mid-Atlantic

Representative Mary Kimmitt, Independence. Address: 743 South Sheridan Street, Philadelphia, Pennsylvania 19147. Phone: 215-238-1249 (home), 215-597-7121 (work).

Mary distributed 150 questionnaires to members in the region asking a number of questions concerning the focus and direction of the Association's regional activities. Although only 23 responses were received, there appeared to be priority interest in addressing career development and mobility concerns, so Mary will be working on those problems along with *emphasizing communications* and attempting to increase membership. She intends to set up park representatives at each of the region's parks, and already has established such contacts in seven parks.

Their job will be to share ANPR information, receive input and encourage membership. Mary will also be writing brief summaries of Association news and other items of interest for distribution to members after each of her monthly meetings with the regional director.

Mary met with Regional Director Jim Coleman and Deputy Regional Director Don Castleberry in June. Their discussion focused almost exclusively on career opportunities and a proposed management development program for the region. Since the regional director was eager to receive feedback on the proposal, he agreed to postpone making any decisions on it until Mid-Atlantic members of the Association could prepare a response. That response was to have been submitted on July 25.

### Southeast

Representative Ken Hulick, Chattahoochee. Address: 1700 Old Rex Morrow Road, Morrow, Georgia 30260. Phone: 404-394-8324 (work), 404-961-5349 (home).

Ken reports that plans for the spring of 1985 mini-*rendezvous* in the Southeast region are still progressing. Speakers, workshops, recreational activities, an evening out at a country and western dance hall with transportation provided by concessioner-operated buses—all this and more are in the works. The setting will be the beautiful Chattahoochee River, just 20 minutes from downtown Atlanta. Camping and motels will be available.

A rustic setting, a beautiful April, some good fellowship. . . .

### Midwest

Representative Tom Cherry, Cuyahoga. Address: 731 W. Boston Mills Road, Peninsula, Ohio 44264. Phone: 216-653-3116 (home), 216-650-4414 x243 (work).

Tom reports that the majority of his time and efforts have been directed toward finding a site for *Rendezvous IX*, which will be held in the region next year. Jim Webster, formerly of St. Croix, worked up a proposal for Telemark Lodge in Wisconsin. Kurt Topham of Indiana Dunes is working on two potential sites in Minnesota. And Tom, with the assistance of several members at Cuyahoga, is exploring two sites in Ohio—one in the metro Cleveland area and the other at a state park midway between Columbus and Cleveland. He hopes to have at least three complete site proposals to present to members in Bar Harbor. Anyone wishing to submit a site proposal for 1985 should contact him immediately.

Tom would also like to remind people that Sue Kylander's term as regional representative—which he is filling

out—was to expire in October. Members from Midwest should be considering who they want for their next representative, and contact those prospective candidates to determine their interest and commitment. He would like to see at least three good candidates nominated.

Tom needs to know how regional members feel about any issues and concerns that they'd like voiced at the board meeting at the *Rendezvous*. Please call or write him with any comments as soon as possible.

### Rocky Mountain

Representative Paul Broyles, Wind Cave. Address: Wind Cave National Park, Hot Springs, South Dakota 57747. Phone: 605-745-6413 (home), 605-745-4600 (work).

Paul has been looking at ways of increasing seasonal membership in the Association, and is also seeking "strongly committed help" in the development of the seasonal insurance plan that has been under discussion in the Association for some time now. As Mike Sutton and Sue Kylander have left the Service and Craig McClure is currently too busy to give it his full time, the Association very much needs an interested and energetic volunteer to work on the proposal.

Paul would like regional members to think about nominees for regional representative, or think about running themselves. He'd like to see three strong candidates running for the position, and asks that people call him so that it'll be possible to determine who is going to Bar Harbor and can make and second the nominations.

### Southwest

Representative Cliff Chetwin, Carlsbad. Address: Drawer T, Carlsbad, New Mexico 88220. Phone: 505-785-2243 (home), 505-785-2251 (work).

### West

Representative Dennis Burnett, Sequoia/Kings. Address: Box 101, Lodgepole, Sequoia National Park, California 93262. Phone: 209-565-3341 x611 (work), 209-565-3479 (home).

Dennis hasn't heard from many members in the past few months, but has heard real concern expressed about our current transfer and promotion systems from those who have talked to him—in particular the position trade proposal (see article in summer, 1984 Newsletter). Dennis would like to hear from Western region members and get their opinions about their transfer system. Does it work? How can it be improved? Would members favor a return to the old BEE system with

improvements? Should ANPR be more active in addressing this issue?

Since this may be a topic for discussion at the Rendezvous, members should pass on their ideas to Dennis if they won't be attending so that he can represent their concerns there.

## Pacific Northwest

Representative Noel Poe, North Cascades. Address: Box 85, Stehekin, Washington 98852. Phone: 509-682-4404 (work and home).

## Alaska

Representative Bryan Swift, Denali. Address: Denali National Park, Box 9, McKinley Park, Alaska 99577. Phone: 907-683-2294 (work).

Bryan reports that the regional Association gathering at the Gulkana Air Show was a good time. The weather was great and the air show even better. There was a little business conducted around the beer cooler, and a lot of socializing. He extends his thanks to Bill Palack and the Wrangell-St. Elias staff for their support.

As is the case in other regions, Bryan is up for reelection this fall. He will run if nominated, but would like to see others nominated for the position. Regional members should either nominate someone if attending, or arrange for the same through others who will be going.

## Work Groups

### Dual Careers

Leader Mona Divine, Yellowstone. Address: Old Faithful Ranger Station, PO Box 2272, Yellowstone Park, Wyoming 82190. Phone: 307-344-7381 x 6005 (work), 307-545-7305 (home).

Mona reports that several things have been developing regarding dual careers. Western region is working on a draft dual career policy for that region, which is generally positive and encouraging for those in dual career situations. She is also contacting other regions and the Washington office about the possibility of a Park Service policy on dual careers, and has found that the EEO offices and Federal Womens Program coordinators seem to represent the best contacts in those offices.

Mona has also received approximately 40 replies to the dual career survey. If you would like a copy, please send a self-addressed stamped envelope to her. The survey results will be compiled in time for the fall Rendezvous.

## Management Identification and Development

Leader Maureen Finnerty, Everglades. Address: 465 NW 17 Court, Homestead, Florida 33030. Phone: 303-247-6211 (work), 305-246-4474 (home).

Association President Dick Martin has written to the Director concerning one aspect of this work group's concern's—the Service's career mobility program. That letter follows in full:

"The Association of National Park Rangers has reviewed your March 30, 1984 memorandum and offers the following comments. ANPR supports the need for a career mobility program and, in fact, has established a work group to look into all phases of management development and identification. This work group is chaired by Maureen Finnerty of Everglades National Park.

The Association agrees that mobility is important to broaden experience, but lack of mobility should not always be viewed as a bar to reaching management positions. There should be opportunities in the Service for both—many good employees, for valid reasons, cannot be mobile.

Our initial thoughts on career development and progression are as follows:

- 1) Many employees wish to be mobile and remain competitive for management jobs.
- 2) Many employees wish to be less mobile, but do not wish to be completely eliminated from upward mobility.
- 3) The elements for success in management include broad experience. But equally important are such attributes as successful performance in mid-management positions, peer respect, decisiveness, ability to motivate subordinates, ability to deal with outside interests, financial responsibility, etc.
- 4) Potential top level managers be identified based on success as mid-level field managers; coupled with central office or special detail assignments.
- 5) Potential managers who decline re-assignments for legitimate family, health, or education reasons could be allowed another opportunity at a later date.

Finally, one of our major concerns relates to the current shortage of mobility opportunities at all levels in the National Park Service. This has resulted in employees staying in one location, in one job for longer and longer periods of time. As a result, increasing numbers of employees feel passed over, stagnant and that they could make a greater contribution to the Service.

Unlike agencies that have a high turnover rate, the Service cannot expect attrition to solve this problem. Aggressive training programs and detail assignments will help alleviate this problem somewhat; however, the only long-term, permanent solution is an aggressive program of lateral transfer opportunities.

We would like to see the Service develop such a program. Possibly this could be coupled with the Career Mobility Program.

If we can be of further assistance, please feel free to contact Maureen Finnerty or myself on these matters."

## Position Trades

Leader Andy Ferguson, Capitol Reef. Address: Capitol Reef National Park, Torrey, Utah 84775. Phone: 801-425-3534 (home).

Andy reports that "the response has been underwhelming regarding the subject at hand." So, prior to recommendations being consolidated into a proposal to be put before the board and membership, the group would like to offer something of a contest. Jim Seleznick of Lava Beds and others of the group wonder who in the Service has received the greatest number of rejections for positions applied for? They also wonder how many hours members spend on the average SF-171/KSA packet when an announcement beckons? The group would like to get some idea of the time and money expenditures that present job application system involves. "Entries" should be rushed to Andy along with any lingering thoughts on position trades. The winner will receive a lovely hand-crafted plaque dedicated to the most rejected person in the Service.

As per the very first suggestion made back at Rendezvous VII in Las Vegas, there will be a trade board and cards at Bar Harbor for those interested in making their desires for job swaps known.

## Seasonal Interests

Leader Mike Sutton, Virgin Islands. Address: Box 710, Cruz Bay, St. John, Virgin Islands 00830. Phone: 809-776-6201 (work), 809-776-6993 (home).

Mike has left the Park Service for a position in Fish and Wildlife as a special agent. Anyone interested in assuming his former position as head of this work group should contact Dick Martin at Yosemite. For further information on what the job entails, write to Mike; the letter will be forwarded to his new address.

**Letters**

*continued*

Editor:

As we approach Rendezvous VIII, I think it is time to reflect upon all that the Association has accomplished in the last seven years. From a small group of rangers gathered at Grand Tetons, ANPR has grown to over a thousand members. But, more importantly, through the concerted efforts of a membership thoroughly behind its leadership, we have been able to bring about a profound change in NPS policy with the revision of 025-026 standards. Unfortunately, the Office of Personnel Management has stalled further progress on revising these and other standards governmentwide.

There are several lessons to be learned here. First, it takes a unified and concerted effort by leadership firmly backed by the membership to accomplish significant change or action. Second, it does no good to tackle issues beyond the scope of the NPS to resolve. Third, the problem must be significant to a broad majority of the membership. Fourth, we must be able to propose a realistic solution to the problem and be able to bargain with others to achieve our goals. Fifth, achieving results brings in committed members. And, finally, it is important to focus on one or two issues so that effective work may be done. Many of these are interrelated, so I think that the appropriate action is clear.

Let's take initiative, as was done with the 025-026 reclassification, for, if we don't, we will see our effectiveness and our membership fade away. We can't possibly solve all the problems facing professional rangers today—some are governmentwide issues, some affect only a few, some require Congressional action to remedy, and so forth. However, if we choose our issues carefully and work together, we can, as before, make a significant difference. I am confident that the Association can recognize the appropriate issue(s) to undertake and can avoid trying to be all things for all rangers.

The challenge is to find the issue which reaches most of us and is manageable and solvable by the NPS. Consider the various work groups currently operating. Do the issues affect you? Do you feel strongly about them? Do they affect many others? Can the directorate change the situation?

Rendezvous VIII is the place to discuss these issues and take action. If you can't get there, be sure that the people who do attend carry the word for you. I am confident that we can recognize the appropriate course of action; the question is, will we take it? That's up to you!

Fred Szarka  
Minute Man

Editor:

Wilson Greene's letter in the Summer 1984 issue hit close to home. I'm one of those who went through the "revolving historical unit door" to get permanent status some years ago. My door was Lincoln Home NHS in Springfield, Illinois. Mr. Greene is right about one thing: the historic areas deserve to get employees who really want to work there. After *three months* at Lincoln Home I found myself the fourth most senior permanent—after three people who had worked there over five years! Certainly that time at Lincoln Home was one of the unhappiest I've spent in the Service. I was ill-suited to the management style of the place, and Illinois was just not any kind of wilderness.

But until the National Park Service is able to take in new permanents at other parks in greater numbers, the problem won't go away. Mr. Greene can be as selective as he wants, the Park Service can invoke one-year stay requirements, but people who want *in* badly enough will swallow their misgivings and play the game.

I bailed out of Lincoln Home to the BLM, where the promotional opportunities can be infinitely better than in the Service. I'm back with the Park Service because I was able to find a position doing what I want to do and working for who I want to work for. But, I still view the NPS "Merit Promotion Plan" as a cruel joke. Until more people have a chance to become permanent in more different kinds of parks, and until there is a chance for more people to advance beyond GS-5, people will do whatever they can to find work that satisfies them. Let's hear less about what "benefits the Service" and more about what benefits people. When people are taken care of, the Service benefits automatically. Hell, "the Service" is nothing but people!

Jack de Golia  
Yellowstone

Editor:

Please allow me to take advantage of your Newsletter by using it as a means to contact Corps of Engineers field and resource people who are members of ANPR. I would like a letter from all Corps permanents or seasonals with some thoughts on the following subjects:

- 1) Should Corps people try to form a sub-group within ANPR (if ANPR should agree) or should we form our own organization?
- 2) If we were to do either of the above what would be your specific objectives for the organization, and/or what are your needs as a Corps employee that such an organization could handle?

Corps of Engineers employees may have problems or concerns that are unique in relation to other resource management agencies. Please respond in order to give us the widest possible idea as to the thoughts of Corps people. The success of ANPR should serve to motivate Corps rangers and other resource personnel to get together. Please write or call me at: 403 Utah, Libby, Montana, 59923 (406) 293-5577.

Thanks to ANPR for your time and effort. Keep up the good work and excellent Newsletter.

Michael J. Tibbs  
Corps of Engineers

**Supervisor's Essay**

*continued*

The essays will be judged as follows: 50% on content, 25% on English usage (spelling, punctuation and so forth), and 25% on style. There is no limit on length. Entries should be postmarked before November 1, 1984. It will make things easier if you do your manuscript on paper without your name, then put a cover sheet with name, address and other relevant information with it. Please send these to Mike Hill, Route 3, Box 313, Elkton, Virginia 22827. I will send just the manuscripts with numbers on them to the judges. If you do not want your name released to anyone else in connection with your manuscript, just let me know. Please note whether you will allow me or other people using the essay information to make brief quotes from your narrative. Please don't ask that the manuscript be returned, as the cumulative postage costs will be prohibitive.

First prize will be a Caribou "Gypsy" covertible pack, valued at \$126. It's smoke gray in color and is the kind that can be used as check-in luggage.

Second prize will be an ANPR polo shirt.

Third prize will be your choice of an ANPR coffee cup or beer mug.

There will be two contests, each with these prizes for the winners. If you've had the pleasure and pain of both kinds of supervisors, do one of each kind of essay and double your chances for the goodies.

This contest should be a lot of fun and a learning experience for all of us. Please keep in mind that the Association stands for positive, constructive solutions to the issues that most concern rangers. This contest is a great opportunity for all of us to learn from others' mistakes *and* successes. So go for it! We're looking forward to hearing from you.

Mike Hill  
Shenandoah

Editor:

I'm sure by now you've been deluged with some serious contenders for the "bumper sticker contest." Due to the far reaching social implications of this venture, I submit for review by the membership my personal national park ranger philosophical slogan: Samurai Basketball. Influenced by my studies in Asian history and the fact that this is indeed being written "Live—from Fort Laramie, it's Saturday Night", this phrase has become my six syllable slogan and inspirational role model. At this point I sense a few words of explanation are required.

Within the multi-cultural park environments that we now find ourselves functioning there is sometimes a tendency to lose direction of purpose. The Samurai has no such problem, as their allegiance is honorably to the philosophical basis of the Organic Act and enabling legislations. They pay homage to tradition, but are equipped to adjust and patiently effect positive change. Samurai (rangers) are to be well-rounded, schooled in the social graces (public relations). It is not uncommon to engage in stressful combat (visitor

protection) in the morning and write haiku (interpretation), participate in flower arranging (museum exhibit design), and origami — decorative paper folding (report writing)—in the afternoon.

Of course the Park Service Samurai is definitely a member of a team whose ultimate goal still is "to conserve the scenery and the natural and historic objects and wildlife therein and to provide for the enjoyment of same." Just as basketball game plans have become more sophisticated through the decades, so have the complex strategies of our National Park Service team. But, the game is still essentially won (or lost) by the skills, enthusiasm, and endurance of it's players and organization. Our team is a strong one. At center we've got management, as a pivotal influence which signals the pace and success of our game plan. Interpretation and visitor protection are like forwards, highly visible forces that defend the access lanes, clear the boards, and are capable of scoring many points of good will. Our high scoring guard is maintenance, for without their efforts the game plan will always come up short.

Finally we've got all those support specialities (administration, historians, archaeologists, real estate appraisers, EEO specialist, all Regional Office, WASO, HFC, and DSC personnel, etc., etc., etc.) that are the play making guards, for without their work the team would soon be slowing to a halt.

For the sake of brevity I have edited many comparisons that bring me to endorse "Samurai Basketball." I realize it doesn't have the instant message of "ANPR TODAY: Preserving Yesterday for Tomorrow." But, an inane phrase often has deeper meaning, as should ANPR. No matter what phrase we come up with, I'll try to continue to play Samurai Basketball. As for the winning award, I'll cast my vote for a GS-13 at Ronald Reagan NHS, as I like the weather, geography, and equine resources. Of course I'd probably try to sneak a Haniwa pottery horse figure into the museum collection.

Phil Young  
Fort Laramie

**Association of National Park Rangers**

Rendezvous VIII, PO Box 9, McKinley Park, AK 99755

**RENDEZVOUS VIII PRE-REGISTRATION**

Please Print

Name(s) \_\_\_\_\_  
Address \_\_\_\_\_ Park \_\_\_\_\_  
\_\_\_\_\_ Zip \_\_\_\_\_

MAKE CHECKS PAYABLE TO ANPR

PO Box 9  
McKinley Park, AK 99755

Pre-Registration **DEADLINE**

September 1, 1984  
After this date register at Rendezvous

**TOURS**

If you are interested in taking a boat trip or a bus tour of the park, please check off below and note the number in your party.

Boat trip: Yes \_\_\_\_\_ No \_\_\_\_\_ Number \_\_\_\_\_  
Bus trip: Yes \_\_\_\_\_ No \_\_\_\_\_ Number \_\_\_\_\_

**REGISTRATION FEE**

Three Day Package  
\_\_\_\_\_ \$22 members \$ \_\_\_\_\_  
\_\_\_\_\_ \$30 non-members \$ \_\_\_\_\_

If spouse will accompany you and plans even minimal participation:

**Spouse Fee**  
\_\_\_\_\_ \$11 members \$ \_\_\_\_\_  
\_\_\_\_\_ \$15 non-members \$ \_\_\_\_\_

**T-SHIRTS**

\_\_\_\_\_ quantity x \$7 (each) = \$ \_\_\_\_\_  
Small \_\_\_\_\_ Medium \_\_\_\_\_ Large \_\_\_\_\_ X-Large \_\_\_\_\_  
(indicate number of each) Total \$ \_\_\_\_\_

**Association of National Park Rangers**

New Membership Application  Renewal

Date: \_\_\_\_\_

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City/State \_\_\_\_\_  
Zip Code \_\_\_\_\_

Title \_\_\_\_\_

NPS Employees:

Park (4 letter code, i.e., YELL) \_\_\_\_\_

Region (i.e., RMR)\* \_\_\_\_\_

\*(WASO use NCR)

Type of Membership (Check one)	New	Renewal
(1) Active—all NPS employees (permanent or seasonal)	<input type="checkbox"/> \$ 10.00	<input type="checkbox"/> \$ 15.00
(2) Associate—individuals other than NPS employees	<input type="checkbox"/> \$ 10.00	<input type="checkbox"/> \$ 15.00
(3) Sustaining—individuals and organizations	<input type="checkbox"/> \$ 50.00	<input type="checkbox"/> \$ 50.00
(4) Life—open to all individuals*	<input type="checkbox"/> \$200.00	<input type="checkbox"/> \$200.00
(5) Subscription to newsletter only	<input type="checkbox"/> \$ 5.00	<input type="checkbox"/> \$ 5.00

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

RETURN TO: **ASSOCIATION OF NATIONAL PARK RANGERS**

P.O. Box 222  
Yellowstone National Park, WY 82190

Received \$ \_\_\_\_\_

By \_\_\_\_\_



Although the popular ANPR baseball cap is now completely sold out, the Association is still offering the items pictured for general sale to members. The new EMS patch is in a smaller, 2" size in order to make it suitable for ball caps; it still sells for \$3.75. Also available are the stadium cup (\$.55), beer mug (\$9.00), coffee cup (\$6.00) and belt buckle (\$23.00). Soon to come: a polo shirt with embroidered ANPR logo and beer/soda foam can coolers with logo.

All items are post paid. Checks should be made out to ANP and sent to John Chew, Route 1, Box 365, Luray, Virginia 22835.



Association of  
National Park Rangers  
RFD #2, 41 North Great Road  
Lincoln, Massachusetts 01773

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