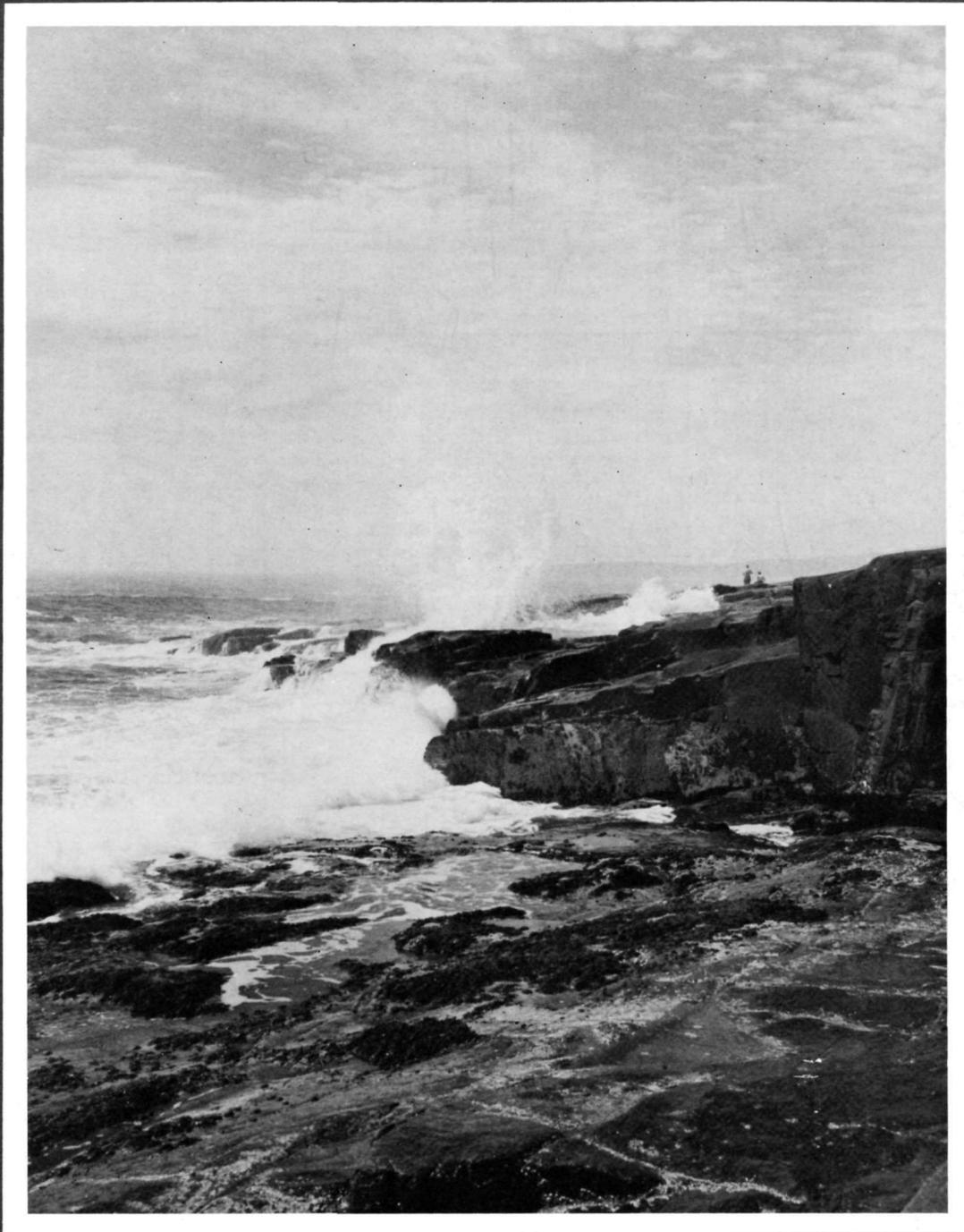


RANGER

The Journal of the Association of National Park Rangers

Vol. I, No. 1 Winter 1984



Rendezvous in Bar Harbor

Editor's Notes

With this edition, the newsletter becomes *Ranger: The Journal of the Association of National Park Rangers*.

After due deliberation at the Rendezvous in Bar Harbor, the board voted its unanimous approval of the new format, which was prepared at the editor's behest by magazine designer Elizabeth Pols. The board agreed that the image of both the Association and the profession would be enhanced by this change, which will cost no more in preparation and printing than previous issues.

There was some concern, however, that the publication might now be perceived by some as one oriented exclusively to the interests of protection rangers. This is in no way the case. As was evinced by the comments of a number of speakers at the Rendezvous, there is a strong movement currently underway to bring all traditional ranger activities—interpretation, resource management, protection and so forth—back into the ranger camp. If you perform any aspect of traditional ranger duties, you are a ranger, and this continues to be your publication.

This issue departs from the regular format in order to bring you a complete report on the Rendezvous in Bar Harbor. The usual sections will be back in the spring *Ranger*, and you are again encouraged to consider submissions to the publication. A two-page guideline on the "how to's" of contributing has been prepared for prospective contributors, and is available from the editor.

Letters

The following is an excerpt from a letter to Western Vice President Jim Tuck, which we are honored to include in this issue. Mr. Albright's check was returned, and he was unanimously voted an honorary lifetime member of the Association.

My Dear Jim Tuck:

First, I want to thank you again for visiting me with Supt. Omundson and leaving me a considerable number of the issues of the Newsletter of the ranger's organization. I have found them most interesting, informative and inspiring. They have given me much pleasure in reading them.

I'm sending you an application for membership in the Association of National Park Rangers. I don't think I'm eligible for membership as a ranger, for I have never been a ranger. However, I have been with rangers—early forest rangers before the Forest Service was created, forest rangers, park rangers, Texas rangers, and have ridden hundreds of miles with rangers over a period of half a century. I have hired rangers, promoted park rangers, even fired a few in my time.

Technically, I might be called a ranger, and I hope you and your associates may think so. At a banquet in Washington D.C., in the spring of 1974, Ronald Walker, who was Director, paid a tribute to me, and commissioned me "Honorary Chief Ranger of the National Park Service". I appreciated his thought of me, and I sometimes add that title to my nor-

mal designation of "Former Director of the National Park Service"!

I enclose my check for \$10.00 for a year's membership. If I am accepted, any further payments will be promptly taken care of if they are required . . .

. . . my greetings to the rangers and former rangers assembled in Maine.

Horace M. Albright
Former Director and a
Founding Father of the
Park Service

Editor:

Thank you for a very informative article on Ranger Service Dogs in the fall 1984 issue.

Those of us who make our search and rescue dogs available to the National Parks on a volunteer basis know the importance of having a trained nose on scene within minutes, rather than the hours that it usually takes us to respond from across the state. The sooner a dog is on scene, the better the chances of finding the lost person quickly—and alive. If the search escalates, the volunteers can be enroute for back-up and to help cover the expanding search area.

To supplement the list of SAR dog newsletters that Greg Light provides, please add the following, which are available in return for contributions:

- *DOGS-East News*, the newsletter of DOGS-East (Virginia/ Maryland). Send to DOGS-East, 4 Orchard Way North, Rockville, MD 20854.
- *Pathfinder*, the newsletter of the California Rescue Dog Association. Send to CARDA, P.O. Box 257, Montara, CA 94037.
- *The Scentinal*, the newsletter of Rocky Mountain Rescue Dogs. Send to Rocky Mountain Rescue Dogs, 55 West 1600 South, Orem, UT 84057.

Judy Graham, Editor
SAR Dog ALERT

Editor:

In February 1984, a memorandum was sent to all areas and offices of the Western Region, by Western Regional Director Howard Chapman, concerning seasonal hiring in 1984 and affirmative action goals of hiring minorities and females.

As a result of the Affirmative Action Task Force addressing seasonal hiring, it was recommended that "the [highly recommended for rehire ratings] not be used in hiring for summer and winter 1985. In other words, it is recommended against giving the rating *at all* to any 1984 summer and winter employees."

The memorandum continues by indicating Mr. Chapman's preparedness to implement this recommendation if the affirmative action goals are not met. Other

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ANPR Board of Directors

Officers:

President	Dick Martin	Yosemite
Vice President, East	Maureen Finnerty	Everglades
Vice President, West	Jim Tuck	Rocky Mountain RO
Secretary	Laurie Coughlan	Gettysburg
Past President	Mike Finley	Alaska RO

Regional Representatives:

North Atlantic	Stan Robbins	Acadia
Mid-Atlantic	Mary Kimmitt	Independence
National Capitol	Rick Erisman	C & O Canal
Southeast	Ken Hulick	Chattahoochee
Midwest	Tom Cherry	Cuyahoga
Southwest	Cliff Chetwin	Carlsbad
Rocky Mountains	Paul Broyles	Wind Cave
West	Dennis Burnett	Sequoia/Kings
Pacific Northwest	Noel Poe	North Cascades
Alaska	Bryan Swift	Denali

Support:

Manager	Debbie Trout	Great Smokies
Marketing	John Chew	Shenandoah
Editor, <i>Ranger</i>	Bill Halainen	Minuteman

RANGER

The Journal of the Association of National Park Rangers

Vol. I, No. 1 Winter 1984

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

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

Letters, comments and manuscripts should be sent to Bill Halainen, Editor, *Ranger*, RFD #2, 41 North Great Road, Lincoln, MA 01773, (617) 259-0397. Editorial guidelines are available upon request. Submissions should be typed and double-spaced and submitted in duplicate when possible.

A membership/subscription form is available on the inside back cover. If you have moved since the last issue, please send your old mailing label and new address to ANPR, Box 222, Yellowstone National Park, Wyoming 82190. Include your four letter park code and region.

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President's Message

As my term as your president ends, I would like to pass on to you my views regarding the progress and the future of the Association.

Without argument, it can truly be said that during the past two years, ANPR has continued to grow in stature and influence. Our stature has grown both within the Service and outside. We have reached the stage where all levels within the Service solicit our input, our expertise, our validation and, ever more frequently, our endorsement for policies and programs.

Additionally, we have recently seen the emergence of the phenomena of outside agencies and entities approaching us to request support, knowledge, contacts, even partnerships on programs. Entities as influential as the National Parks and Conservation Association and the Federal Criminal Investigators Association have approached us to request our involvement in studies or our influence in policy development. While we may or may not join with these organizations, the point is that we are looked to as having stature and influence with regards to parks, park rangers and the Service.

ANPR's ever-increasing influence gives us ever-increasing responsibilities. We must be continually cautious to ensure that our positions and programs serve our dual purpose of enhancement of the park ranger profession while supporting Service management. Cautious use of our influence does not imply that we always agree with Park Service policies. If we have a difference, we must continue to present our concerns factually with positive, workable alternatives.

In my last message to you, I stated some of my concerns regarding increased specialization in the Service, especially in the field of resource management. The recent vacancy announcement recruiting for natural resource management specialists in the GS-401 series, rather than the GS-025 series, should give us all continued cause for concern. Having future resource management specialists in a series other than GS-025 could have a significant effect on the park ranger profession. It is certainly appropriate for all rangers to avoid what could be referred to as "creeping specialization". The time is right to reassert the interest, involvement and expertise of park rangers in resource management.

As most of you know, ANPR has been advocating revisions, improvements and more rational management use of the GS-025/026 series for several years. Our most recent effort has been to encourage

the Service to make "in-house" adjustments to the GS-026 series, to accurately classify responsible field positions into the GS-025 series with a journeyman level of GS-9, to classify true technical jobs such as dispatching and fee collecting in the GS-026 series, and to ensure consistency in classification in all regions of the Park Service. I'm very pleased to report to you that Assistant Director Dick Powers, with the cooperation of Associate Director Stan Albright, has designated teams comprised of personnel specialists and management representatives to canvas rangers in many parks to determine if the position descriptions of those rangers accurately reflect their responsibilities, whether the jobs are professional or technical, and what grade levels they should be.

On behalf of the Association, we have made the point that employees involved in implementing the mandates of the Park Service organic act—these mandates being resource protection and visitor services—can not conceivably be considered to be in a support series such as the GS-026 park technician series. If rangers are protecting park resources and serving park visitors, they are performing the professional function of the National Park Service. Therefore, they are professional employees and their jobs should be classified in the GS-025 series.

We are very hopeful that these studies will have positive results. Park Service management has been extremely cooperative in this matter. You will be kept completely informed on the progress of this highly important subject.

As my final message to you, let me say that it has been a great honor and a pleasure to have been able to serve you as your president during the last two years. Thank you very much.

Board Meetings

The Association's board of directors met in four sessions over the course of the Rendezvous to act on old and new business, examine current policies, dispense with fundamental administrative matters, and reflect on the Association's goals and directives.

The first meeting was held on Monday afternoon. Since all board members were not yet present, those in attendance limited themselves to background discussions on issues and voted on only two non-controversial items.

Dick Martin began it with a review of the activities of the publicity committee, which was created at last year's Rendezvous in Las Vegas. Andy Ringgold, who heads the committee, had expressed doubts about its effectiveness, observing that general news releases are ineffective and that he lacked experience as a public information officer.

Board members agreed with Andy's assessment of the problem, and all speakers expressed doubts about the effectiveness of this approach to publicizing ranger activities. Maureen Finnerty moved that the committee be disbanded, that public relations be conducted on a case-by-case basis, and that the newsletter continue to be a vehicle for articles on rangers. The motion passed unanimously.

The next topic brought up was the direction and leadership of the seasonal concerns work group, whose leader, Mike Sutton, left the Service this year. Dick reaffirmed the Association's strong support for seasonals, noting that ANPR is their "logical and only voice." He asked the board members for their perspectives on how the Association could best help seasonal employees.

There was uniform agreement on the need for the Association to aggressively pursue a seasonal health insurance plan and to advocate an increase in the number of parks to which seasonals can apply each year. The discussion was tabled until the following day, however, so members could think more about options and review the proposals made by the work group last year (winter 1984/85 newsletter).

A discussion on the Association's overall goals followed. The consensus of the board was that it is particularly important for the ANPR to focus on specific, solvable problems in the future, and to expend more energy in seeking remedies to these problems. Since problem resolution is a principal aim of the Association's work groups, it was argued that they should be given much more guidance in the future. Action on this was also tabled until the next meeting.

Maureen Finnerty reported on the policy on solicitation at Rendezvous' which she and Rick Gale had developed following a board request made at Las Vegas. Two minor changes in wording were made after some discussion; the vote to accept or reject was deferred to the full board meeting.

Jim Tuck then read a letter from Horace Albright which the former director and founder of the Service had submitted along with his membership application and check. The board voted unanimously to return the check and make him an honorary, lifetime member in recognition of his inestimable contributions to both the agency and the profession.

The board then picked up the discussion of work groups again. It was decided that a "job swap" board would not be set up at Bar Harbor, as had been suggested by that work group, because such an activity might go against Service regulations and because the job swap idea had met with mixed reviews from the membership.

The question of raffle fund allocation came up next. A number of possibilities were suggested, such as funding the newsletter or education and training for members, but action was deferred until the full membership business meeting later in the week.

There were brief discussions on whether the Association should take positions on A-76 or "park jumping" (being trained by one park with a prearranged lateral to another park once fully trained). The board decided not to take a stand on either, noting that, concerning the former, Congress had already largely reduced its impact legislatively.

The final item on the agenda was the future of sales and marketing. Tim Setnicka stepped down as marketing coordinator and suggested that John Chew take his place. He also suggested that a professional ad representative be hired on a commission basis to seek ads for the newsletter. Both ideas were approved.

The board met again on Tuesday afternoon, with all but one voting member present.

Dick opened with a review of the previous day's activities and asked if the members who'd been absent had any objections, comments or corrections to those proceedings. None were voiced.

The meeting began with a review of the proposals made by the seasonal concerns work group last year. Of these, board members felt that the Association could be most effective in seeking resolutions to four of these proposals. It was agreed that the Association would:

- vigorously seek to develop a seasonal health insurance program;

- recommend to the Service that seasonals be allowed to apply to at least six parks each season;
- recommend to the Service that all ten regions be consistent in their policies on how many "highly recommended for rehire" designations they will give out each year; and
- ask its regional representatives to keep seasonal members posted on OPM register openings.

Board members next discussed the Association's tax exempt status and which Rendezvous-related activities are tax deductible. Debbie Trout passed around a letter she'd received on this subject from Peter Guthery, the Association's lawyer. (That letter is printed below). Debbie also noted that IRS will make a final determination of ANPR's tax exempt status in the first quarter of 1985.

Dick then asked for comments on the draft statement of the Association's objectives, which was printed in the fall newsletter. The primary suggested change concerned the position on ANPR involvement in political activities. Rather than a categorical refusal to get involved in politics, board members favored a policy wherein the Association would "refuse to become involved in lobbying activities that affect the Service or in supporting or attacking elected or appointed officials." A final decision was deferred for the general business meeting.

Jim Tuck and Debbie Trout then brought up a number of proposed revisions to the constitution, only one of which—a change in the statement of purpose—was discussed during this session. It was felt that the statement of purpose in Article I, Section A should include wording on the educational purposes of the Association in order to better clarify this to the IRS. There was some reluctance to change the original statement, so the board voted unanimously to add the proposed revision as Section 2B under Article 1. All other suggested changes will be incorporated into a written proposal which will be circulated to the board and voted on during the coming year.

Kurt Topham followed with a detailed and exhaustive analysis of the nine best sites available for next year's Rendezvous in the Midwest. Each candidate was rated on cost, location, accessibility, support facilities and recreational opportunities. The principal candidate was the Americana Resort in Lake Geneva, Wisconsin. The 350-room Americana is a four-star hotel located on the lake, which is about an hour west of Chicago. Room rates were dropped from \$95 to \$35 per night for the Rendezvous (\$10 extra for each added person, children free). There are two restaurants and a cafe on-site, with other restaurants only a mile away.

Amenities and recreational outlets are numerous—an indoor pool, whirlpool, free health club and spa, indoor and outdoor tennis, racketball, two 18-hole golf courses and a driving range, miniature golf, horseback riding, boating and a fitness trail. Half-day, full-day and evening day care would be provided by the hotel staff. A separate ski chalet would be available for the traditional dinner and dance. It soon became apparent that the Americana was the single best choice, and the board voted unanimously that it be selected, with the Rendezvous' dates to fall within the last two weeks of October. Kurt was named site coordinator, and received a round of applause for his thorough presentation.

Dick then reported on his activities as president during the previous year. These included:

- trips to Reston, Virginia and Washington to participate on the long range housing task force and to confer with the Director (although allocated \$1,500 for travel and incurring expenses higher than that, Dick only sought \$900 in reimbursement);
- a letter to the directorate on the proposed loaded weapon revision to 36 CFR;

- input to the housing task force on required occupancy;
- numerous letters and calls to Washington on the 025/026 standards, which resulted in a forthcoming Service survey to determine if people can be graded as GS-9 without being supervisors;
- work with Maureen on a letter to the directorate on career mobility; and
- appointment of Debbie Trout as ANPR's business manager in accordance with the board's preliminary approval at Las Vegas.

Debbie then talked about her accomplishments since the last Rendezvous, which centered on improving the speed and efficiency of Association management. A person was hired at Yellowstone to forward all mail from ANPR's official address there, and many of the secretary's duties were transferred to the business manager so that record keeping and routine daily operations would be centralized and in the hands of a paid staffer, thereby freeing other board members to do their jobs. Debbie also acquired a computer during the year at her own expense so that membership rolls and label production could be handled in-house thereby eliminating the need for the fre-

quently inaccurate, balky and tardy computer service currently under contract. A motion was made that this contract be terminated, and passed unanimously.

Concerning the Association's budget, Debbie noted that expenses exceeded receipts this year (see below) but that we technically are not in the red because of the \$10,000 which was transferred to the life fund account last year. This sum represents the one-time dues payments made by life members, which was set aside by board directive for interest accrual only. She noted, however, that she has not yet charged for her services for last year, which exceeded the authorized ceiling of \$4,000 (at a \$6/hour salary) due to the time involved in programming the new computer (the remainder would be written off, she noted, adding that, once the computer operation was fully set up, her time commitment and salary would probably remain below \$4,000/year).

Because of these increased expenses, the board then discussed the need to raise dues. Although several members expressed reluctance to increase dues, all felt that \$20 per year would be a very reasonable increase and well below the dues charged by other professional organizations. It was also felt that there should be only one dues category to avoid confusion. There was some discussion as to whether the board or general membership should approve a dues increase, as the constitution allows either; most felt the board should decide and that the members could veto the action at the business meeting if a majority opposed it. A motion was made to raise dues to \$20 for all active and associate members, whether new or renewal, as of November 1, 1984. The motion passed by a 12-1 vote.

It was then noted that there was also a problem with subscription rates to the newsletter. These were set up for schools and libraries, but have instead been used by some to avoid paying dues. It was moved that the rate be increased to \$20 for organizational subscriptions, and that such subscribers receive two copies of each issue. It passed unanimously.

Dick then brought up the policy on solicitation which had been discussed and amended the previous day. It was accepted by unanimous vote.

The board again looked at work groups, and it was determined that only five are still active: uniforms, seasonal concerns, management development, job swaps and dual careers. Dick asked that the vice presidents oversee these workgroups, and provide them guidance and direction.

The meeting concluded with Laurie Coughlan's report on the secretary's activities. She reaffirmed the need for centralization of many secretarial and finan-

Deductibility of Expenses of Attending Rendezvous

The following is Attorney Peter Guthery's letter to Debbie Trout on deduction of Rendezvous expenses:

"You have asked me to provide the Association with a brief explanation of whether the expenses incurred by individual members in connection with their attendance at the ANPR Rendezvous are deductible for federal income tax purposes.

It is my understanding that the Rendezvous will be held at Bar Harbor, Maine. The expenses that will be incurred by members will or may include the cost of travel to Bar Harbor, food and lodging in the area, registration fees and special additional courses. It is my further understanding that the purpose of the Rendezvous is to enhance the professional skills of the park rangers through education, training and the sharing of new ideas in the context of workshops, training sessions and meetings.

Section 162 of the Internal Revenue Code ("Code") allows a deduction for all ordinary and necessary expenses paid or incurred during the taxable year in carrying on any trade or business. This includes travel expenses (plus meals and lodging) while away from home in the pursuit of a trade or business. A "trade or business" is the branch of activities in which one expends his usual everyday efforts to gain a

livelihood—the performance of services as an employee constitutes a trade or business.

If an expense is not covered by a reimbursement or similar expense arrangement with the employer, it can be deducted if it is either required by the employer or is essential to the performance of his duties.

The regulations under Section 162 provide that expenditures made by an individual for education are deductible if the education (1) maintains or improves skills required by the individual in his employment and (2) are not required in order to enable the individual to meet the minimum requirements for qualification in his employment or qualify the individual in a new trade or business.

If an individual travels away from home primarily to obtain education, the expenses of which are deductible, his expenditures for travel, meals and lodging while away from home are deductible. However, if, as an incident of such trip, the individual engages in some personal activity such as sightseeing, entertaining or other recreation, the portion of the expenses attributable to such personal activity is not allowable as a deduction.

I hope that this statement of the law will be sufficient for your purposes. If you have any questions please feel free to contact me."

**Third Quarter Operating Statement
January 1, 1984-September 30, 1984**

Beginning Balance —	
January 1, 1984.....	\$19,216.49
Receipts	
	\$16,592.58
Accrued interest	\$ 738.44
Newsletter	297.00
Dues/Membership	12,433.75
Rdzv. VII	3,123.39
Rdzv.	—
Expenses.....	
	\$18,723.76
Bank charges	—
Newsletter	11,769.46
Dues/Membership	1,555.89
Sales	1,608.73
Rdzv. VII	212.00
Rdzv. VIII	1,381.66
Legal Fees	151.00
Travel	900.00
Mini-conferences	325.35
Postage	458.25
Telephone	45.86
Supplies	53.48
Printing	117.08
Mail Service	145.00
*Transfer from Checking to Life Fund Account.....	
	\$10,000.00
Ending Balance —	
September 30, 1984.....	\$7,085.31

*Life Fund Account (9/30/84)..	
	\$10,353.71
Certificate of Deposit (10½%)	\$7,500.00
Money Market (10%)	2,853.71
(initial dep \$2,500 plus subsequent payments & interest)	

Proposed Budget - 1985

Projected Income.....	
	\$42,700.00
Membership Dues	\$24,000.00
Sales Items	7,800.00
Newsletter-Advertising	400.00
Rendezvous	7,000.00
Donations	2,000.00
Interest	1,500.00
Expenditures	
	\$42,700.00
Newsletter	\$15,000.00
Newsletter Editor*	1,600.00
Business Manager*	4,000.00
Membership	2,000.00
Sales Items	6,500.00
Rendezvous	7,000.00
Legal Fees	800.00
Travel	1,500.00
Mini-conferences	500.00
Postage	700.00
Telephone	200.00
Supplies	200.00
Printing	200.00
Training/Education	2,500.00

cial duties through transferral to the business manager, and explained how she and Debbie had worked toward this goal during the year. Laurie also worked on establishing organized Association files, developed a compendium of board decisions and policies along with Noel Poe, mailed election ballots and compiled results, prepared meeting minutes, and represented the Association on Service task forces revising NPS-6 and KSA's. She finished with a tally of current members: 1,086 regular, up 192 from last year; 73 associate, up 35; 146 life, up 4; 3 sustaining; 4 honorary; and 71 complementary subscriptions to professional and news organizations.

A third, brief meeting was held before breakfast on Thursday morning to decide on a few items of unfinished business.

Bill Halainen reviewed newsletter developments of the previous year, focusing primarily on economics. The cost of newsletter production for the year, excluding the \$1600 compensation he received for services rendered, was \$13,380—up nearly eight percent from 1983. Costs will probably increase another five to ten percent over the coming year due to inflation, increased paper costs and increased circulation.

Bill then proposed a change in format for the publication from the current newsletter to a magazine entitled *Ranger: The Journal of The Association of National Park Rangers*. He presented a mock-up of the cover which had been prepared by a professional designer, and noted that, beyond the cover, the publication would not change greatly or cost much more to prepare and print.

The board was very receptive to the proposal, but several people expressed concern that readers and potential members might perceive the publication as being aimed exclusively at protection rangers due to the name change. The majority felt that *all* uniformed employees—whether in interpretation, resource management, protection or other areas—are rangers, and the motion to make the change passed by unanimous vote.

John Chew then talked about the marketing of products by the Association. The intent of this venture is to project ANPR rather than realize a profit, he said, but observed that the operation is nonetheless self-sustaining. He asked for suggestions on which items should be continued and which new ones should be introduced, adding that members should keep in mind that some items require considerable initial investment and high sales to bring costs down. John will be working on lapel pins and decals this year, as well as a commemorative gift for future Rendezvous speakers.

The final item discussed was the timing of elections for regional representative positions vacated when the incumbent changes regions in mid-term, as happened with Noel Poe this year. The choice was to either appoint someone to fill out the term, or have someone elected for one year. The consensus of the board was that the latter course should be taken.

The fourth and final meeting was held on Friday afternoon to take care of remaining business.

Destry Jarvis of the National Parks and Conservation Association made a presentation on the long-range Park Service planning proposal that his organization will be working on with several other groups, and asked that the Association consider participating because of the high level of field and professional expertise of its members.

The project is intended to fill a perceived need for comprehensive long-range planning for the parks, which has never been done by the agency or any other group. The idea, Destry said, is to produce "a vision, but with detail, as to where the Park Service should be going." The Service will be cooperating on the project, although it can't officially be a co-sponsor.

The nine-part study will examine park boundaries, gaps in the themes represented by the parks, the planning process, land acquisition, scientific research, internal personnel issues, threats to the parks, appropriate and inappropriate uses of parks, and interpretive programs.

After considerable discussion of the merits of participating in this project, the board resolved to take it under consideration, continue discussion, and make a determination on ANPR's position at a later date.

Jim Tuck then moved that the newsletter editor be awarded a contract for mailing services in the amount of \$150 per issue for one year only, as he has taken over that duty after terminating the contract held with the increasingly inept mailing service formerly employed. The board voted its unanimous approval.

Laurie Coughlan described the compendium of Association decisions that she had compiled with Noel Poe. Since time was pressing, she said that copies would be made and mailed to board members for their consideration.

Dennis Burnett followed with a presentation on future Rendezvous locations. He noted that the next two sites are already arranged—Lake Geneva in 1985 and the tenth anniversary Rendezvous at the Snow King Resort in Jackson Hole—but that the board definitely needed to consider going with a cycle of three or four sites in the future due to in-

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Business Meeting

The Association annual business meeting was held in two sessions—one on Tuesday afternoon, the opening day of the Rendezvous, and one on Friday afternoon.

Dick Martin began the first meeting with his report on the Association's activities since the last Rendezvous, a period he characterized as "very busy and highly productive".

Among the highpoints that he noted were:

- the "mini-rendezvous" held this year in Alaska and Pacific Northwest regions;
- the management seminar conducted jointly by the Association and the Service in National Capitol region;
- Association participation in the Park Service's long range housing and career mobility task forces;
- continued work and emphasis on seasonal concerns, particularly hiring and health insurance;
- the development of more professional management of the Association through the hiring of a business manager, the computerization of records, and the upgrading of publication; and
- an increase in membership of about 20%

Dick observed that the Association now has an "image of credibility" that it lacked in early years, and added that, although the "ruckus" ANPR raised this year on the loaded weapons issue has caused some to fear we're becoming politicized, the Association comments were on "an operational question and were not political."

He also said that the Association has aggressively tried to bring interpreters and resource managers into the organization, and that this effort will continue in the future, particularly with the latter group due to a current concern that resource management specialists may be moved out of the ranger series.

Dick closed by asking people to nominate candidates for office who would be "devoted to the profession and ANPR, good communicators, and people of high energy."

Debbie Trout then gave the business manager's report, which was essentially as noted in the board meeting summary in this issue. She added a special note of thanks to Stan Hicks of Great Smokies for volunteering a great deal of time in developing the program for the membership list now on her computer.

Laurie Coughlan and Bill Halainen followed with their reports, which are also summarized in the board meeting report,

and Maureen Finnerty read the minutes of that meeting to the membership.

Jim Tuck began his review of old business by recounting the decision made on adding to the statement of Association objectives in the constitution. He then brought up the revisions suggested to the statement on Association objectives published in the fall newsletter.

There was considerable discussion of the wording of the statement on involvement in politics, with several people expressing concern that it might overly limit the Association in its efforts to support the Service and the directorate. It was decided that the wording of this statement would be changed and resubmitted for consideration at a later date.

Jim also extended the Association's thanks to Dick, Laurie, Debbie and Bill for their efforts during the year; Dick added thanks to John and Bunny Chew for their volunteer work in marketing and sales.

Dick brought up the board's decision on dropping the Association's public relations committee, which met with some comment but was not challenged.

The afternoon ended with an informational point brought to the floor by Rick Smith. He told members about a Service effort to resolve the 025/026 problem by sending teams into the field—including position classifiers—to talk with rangers and technicians and find out exactly what their jobs entail. He noted that a number of Association members will be on these teams, and concluded that this was possibly the "last gasp" in efforts to solve this issue.

The Friday meeting opened with an observation by Rick Gale on the success

of this year's raffle. In Las Vegas, the rafflers collected about \$2,800 from the 450 or so participants, whereas the receipts in Bar Harbor, with 292 in attendance, hit \$3,175.

The Association's work groups then made their reports. Nancy Hunter, chair of the group looking at possible items for a supplemental uniform catalogue, gave a detailed listing of her group's findings to date. Dick then summarized the activities of the job swap and dual career work groups, whose leaders were unable to attend, and Maureen Finnerty presented an in-progress report from the management identification and development work group, which is working closely with the Service's task force of the same name. All these reports can be found in the work group section of this issue.

The floor was then opened to new business. Dick served as chair and Fred Szarka as parliamentarian.

Rick Gale brought up the question of allocation of raffle funds, and proposed four possible ways in which the money could be used:

- to pay for all raffle costs;
- to pay for any Rendezvous costs not covered by registration and other fees;
- to provide seed money for a special raffle with a valuable commemorative gift open only to the general membership;
- to provide funds for an annual honorarium and plaque to be given by the Association to the person who contributes most to the ranger profession.

Commenters on this proposal suggested that the money collected could also be



Rendezvous coordinator Stan Robins explains logistical arrangements to members during the first business meeting.

Bob Panko

used for board travel, to provide emergency funds to rangers in need, or to sponsor mini-*rendezvous*.

A motion was then made to put half of the raffle money into an emergency fund administered by the president. Commenters on the motion felt that it might be too restrictive and that further consideration ought to be given to all possible uses for this money. A motion was made to table the motion, and passed on a majority vote.

A motion was next made to have Rick Gale chair a committee to look at all possibilities and report back to the membership. Subsequent comments were general in nature, and the question was moved. The motion passed on a unanimous voice vote.

Tim Setnicka moved that the Association establish a housing committee to

represent ANPR to the Senate committee investigating Park Service housing.

Members who spoke on this expressed some concern about such an action being construed as political lobbying, but several people pointed out that the Senate committee had sought assistance and field comment, and that there was little probability of the Service opposing such contacts. The question was called and passed on a voice vote with only a single dissent. Rick Smith was named committee chair.

Bill Wade spoke about the possibility of Association involvement in the creation of a ranger museum at Yellowstone, adding that Superintendent Bob Barbee supported the idea and had made the Norris Soldier Station available for this purpose. He moved that the president appoint a committee to look further into this offer.

Most commenters were favorable to the

idea, with some cautionary words about studying the possibility thoroughly and determining focus, degree of contribution and long term upkeep. The motion passed unanimously.

Bruce McKeeman proposed that the Association adopt a position of support for the Service to look into using a housing relocation agency for people in private residences who have to move.

An explanation of the function of relocation agencies followed the motion. They are firms which take over a great number of responsibilities in moving, such as moving benefits, tax information, house sale, counseling and so forth.

Fred Szarka proposed that all qualifiers be removed from the motion, and John Cook proposed that it be amended to say that the Service should take a leadership role in this. Both amendments passed on

ANPR/NPS National Park Ranger Museum

The Association has eagerly accepted Yellowstone Superintendent Bob Barbee's offer to be the lead organization in developing a National Park Ranger Museum at the Norris Soldier Station in that park. It's a timely offer, as an interpretive prospectus is currently being prepared for Yellowstone, and the museum will be addressed in that plan. We intend to work together with the planning team in order to assure a high quality project that complements the park, the Service, the profession and the Association.

ANPR will be responsible for planning, fund-raising and development, but recognizes that all aspects of the project must be up to Service standards and should be reviewed by park, regional of-

fice and Harpers Ferry Center staffs and the appropriate historic offices. We will seek input and thoughts from all those with an interest in the history of the profession, from within the membership and from without, and are particularly interested in hearing from or about individuals with appropriate artifacts. The National Park Service archives will work with us on this project.

The first step is to develop a set of objectives to be included in the draft prospectus by January. The next steps will be to develop a memorandum of agreement between the Association and the Park Service and to develop fund-raising strategies. Please send comments on the following objectives or information about potential display items by December 31 to Jim Tuck, National Park Service-MI, Box 25287, Denver, CO 80225:

Objectives For Project Accomplishment

Provide an appropriate and professional means to communicate the development of the national park ranger profession to those whom we serve.

Assure that the museum is a credit to the profession and the Service and is a demonstration of the purpose of the ANPR "... to communicate ... about park rangers; to promote and enhance the park ranger profession and its spirit ..."

Provide funding coordinated by ANPR from non-government source so that no development or construction costs come from appropriated funds.

Pay tribute to a few of the early important characters involved in the system, but avoid development of a "hall of heros."

Objectives For Park Visitors

Visitors will be able to explain the major phases of the development of the national park ranger profession, from its earliest beginnings in Yellowstone and Yosemite, before rangers were known as rangers.

Visitors will be able to identify the major aspects of park operations with which rangers have traditionally become involved.

Younger visitors will add work experience with the National Park Service to the options they will consider in their career development.

Visitors will be able to recognize the major turning points in the development of the profession when correlated with the evolution of the tools, equipment and practices of the trade.

Jim Tuck
Rocky Mountain RO



The Norris Soldier Station, built on the Gibbon River in Yellowstone National Park by Army soldiers in 1908.

unanimous vote, and the final motion, which also passed, read that ANPR should adopt a position that the Service should take a leadership role in using relocation service companies to assist employees in moving.

Bob Panko observed that only one organizational unit of the Park Service had so far contributed to the restoration of the Statue of Liberty, and moved that the 1985 Rendezvous fun run be used as a sponsorship fund raiser for such a contribution. This was followed by a proposed amendment which would have Bob and two or three others work with the raffle committee to explore using raffle funds for the restoration fund, and another which proposed that Bob become part of the raffle committee itself.

All commenters felt that Bob's proposal was directed towards a one-time contribution, whereas the raffle committee will be looking at long term goals. Both amendments were defeated. The original motion then passed by a majority vote.

Gib Backlund moved that in the future all fund-raising ideas be referred to the raffle committee. Several members pointed out that decisions on expenditure of funds are made by the board, and that the raffle committee will be dealing with ideas rather than administration of money. The motion was defeated.

A member (his name was omitted from the written motion) expressed concern that much Association business appears to be in the hands of a small group of people, which tends to make newcomers feel excluded from Association activities. He moved that the board and/or Rendezvous organizing committee make a special effort to reach out and orient new members to the purpose and procedures of ANPR, and to encourage them to become active in the organization.

Commenters were not sure that they agreed that there was a problem, but all endorsed the idea of increased efforts by the board and "old guard" to reach out to new members at each Rendezvous. The motion passed unanimously.

The floor was then opened for nominations for officers of the Association. The following candidates were nominated:

- President:
Maureen Finnerty
Ken Morgan
Jim Tuck (declined)
Bill Wade
Walt Dabney (declined)

- Secretary/Treasurer:
Fed Szarka
Bill Carroll
Laurie Coughlan (declined)
Mary Kimmett (declined)
- Alaska Regional Rep:
Bryan Swift
Hal Grovert
- Midwest Regional Rep:
Tom Cherry
Kurt Topham (declined)
Ray Brende
- National Capitol Regional Rep:
Rick Erisman
Joan Anzelmo (declined after the Rendezvous)
- North Atlantic Regional Rep:
Bill Gibson
Bill Orlando (declined)
Fred Harmon
Dave Griese
- Pacific Northwest Regional Rep:
Dick Thomas
Gerry Thomas
Mac Foreman
- Rocky Mountain Regional Rep:
Paul Broyles
John Chapman
Noel Poe (declined)

Shortly after the Rendezvous, Dennis Burnett transferred to Jefferson National Expansion Memorial in St. Louis, thereby opening up the Western regional representative position. Western members caucused, and the following were nominated:
George Giddings
Pat Baker
Steve Holder
Sherry Collins

Rendezvous 8.1 By The Rockies

On October 18, while many of you were in the middle of enjoying "Rendezvous VIII By The Sea", seven ANPR members conducted (and enjoyed) Rendezvous VIII.1 by the Rockies.

These seven members and 22 other park managers and planners were attending the week-long park planning workshop at Colorado State University in Fort Collins. Needless to say, the subject of missing the Rendezvous came up every time two or more members met over a beer. Beyond the pain of not being able to attend the get-together in Acadia, it soon became obvious that the non-ANPR faction of the class didn't know what they were missing. Some hadn't even heard of the Association.

Dick Ring suggested that we host our own version of the Rendezvous and show them, so the members all pooled their monetary resources and hosted a two-hour ANPR introductory cocktail hour at a local restaurant called, appropriately, Banannas. Afterwards, a dining room was captured and the entire group (plus some extras from CSU, WASO, Denver Service Center and the Water Resources Unit) had dinner. Mack Shaver, with help from other members and non-members, handled the raffle. In true ANPR fashion, 26 items, totalling over \$300, were donated and raffled throughout the evening. Rob Arnberger handled the membership drive, which started with a search to find a copy of the newsletter with an application in it. His elequent descriptions of the organization and his strong-arm tactics recruited 17 new members. John Reynolds presented many very appropriate and never very serious awards throughout the evening. After the ceremonies, the whole group went to the Sundance for a traditional ANPR dance and otherwise disreputable evening.

All in all, this was as good a way to miss a Rendezvous as any, and we would suggest it if you find yourself in a group that needs some ANPR indoctrination and you're looking for an excuse for a party.

Mack Shaver
Northwest Alaska Areas

Classified Advertising

Ranger will begin accepting classified and personal ads in its next issue. For \$.40 per word, you can put items up for sale or swap, make announcements, offer services, or run personal messages. Checks should be made payable to the Association and must be submitted *with* the ad. Send both to Editor, *Ranger*, 41 North Great Road, Lincoln, MA 01773. The spring issue deadline will be February 5, 1985.

Keynote Addresses

Director Dickenson's Comments

Director Dickenson opened his address to the membership by quoting a bumper sticker that he'd seen which said "My Girl Was Faithful To The End—Unfortunately I Was The Quarterback", and followed by saying that, "as the quarterback of this organization", he extended his appreciation to rangers for their faithfulness to their duties.

He complemented members of the Association for their commitment to the Service, calling ANPR "one of the most extraordinary arrangements that I've encountered anywhere." He said he could think of "no parallel" to the Association, whose members spend their own time and money to get together to support their agency, and said that Park Service management "values the kind of leadership represented by people in this room." But he cautioned members to continue in a "consultative" role, predicting that it would be "a death knell (to ANPR) if you turned into a lobbying group."

The Director then turned to morale, which was the central topic of his comments. He said that in his approximately 38 years in the Service he had never seen a time without problems, often a "matter of perception" as to the significance of events and developments. But he argued that "a lot of what is going on today is anxiety as a reaction to change" rather than low morale.

Low morale, he said, manifests itself in chronic absenteeism, work slow downs and other activities which are not evident in the Service. He said that he'd just finished visiting approximately a quarter of the parks in the system over the previous few months, and that, as a result of conversations with hundreds of employees, "my firm opinion is that . . . we're dealing with anxieties which can be dealt with in an entirely different way" than low morale.

He noted that one reason for the high morale he saw was the "extraordinary" effect of the PRIP program on employees, who "were excited by the physical results" of that program and its effects on visitors.

Director Dickenson then went on to make some observations about the recent employee survey, saying that he also had a few anxieties in trying to determine whether the Service would get the resources necessary to discharge its responsibilities relevant to the survey's findings.

He then smiled at the audience, saying that "some of you may have anxiety over

when this old SOB is going to retire." When Mrs. Dickenson raised her hand from the front row, the response from the audience was uproarious.

The Director said that he was struck by the survey's findings that the average age of employees was 41.4 years, and that their mean time in the Service was 10.4 years, which suggested that "most people come into the Park Service as mature people." He then pointed out that over 80 percent felt the Service was a good organization, that 77 percent were satisfied with their jobs, and that almost 20 percent are eligible for retirement in the next five years.

"What is underway in this old, mature organization," he said, "is that there will be a massive shakeout" over the next half decade. He added that there will be a great opportunity for people to move into management during that period, and that the Service will need to conduct a "massive overhaul" of its techniques for developing managers.

Director Dickenson then looked briefly "at some future problems that the Service will need to address." One problem will be the continually increasing visitation to the parks, and the concomitant pressure to develop use limits, "an idea which should be approached very, very carefully." A current and increasing threat of great concern, he said, is acid rain, which is affecting both natural and historical resources. The Park Service is currently monitoring acid rain in 24 units and will increase its efforts as part of "a nationwide interagency monitoring effort to fix sources and determine solutions." Declining air quality in the parks is yet another problem for which solutions must be found.

The Director said that, although these are "seemingly deep and almost insoluble problems", he's "seen enough trends and changes (while in Federal service) to assure you that *anything* can be solved . . . if we really put our minds to it."

He said that he hoped members would take his morale and anxiety comments "in the spirit they were intended", and that he is still convinced that morale is as high as it's ever been.

He concluded by leaving his listeners with "one simple challenge: keep uppermost in your minds the protection of the parks and maintain quality service to visitors."

After a lengthy standing ovation, it was determined that there was time for a question and answer period.

The Director was asked if the causes of our anxieties were not out of the control of the Park Service family. He admitted that some decisions made by OMB and other government agencies often could not be changed, but said that personnel management and mobility problems, among others, can be resolved internally. He said that the task force working on possible solutions to problems identified by the employee survey will be preparing a statement on tenure and mobility for his signature; he added that such task forces, which cut across all grades and areas, are "extraordinarily important for maintaining close links and communications" between the field and the Washington and regional offices.

Director Dickenson was next asked what the task force on 025/026 is doing. He replied that the "road blocks to this point have been insurmountable," but that he hopes to "reestablish the principle that park rangers are generalists" who should all be in one series. Although there is a definite need for specialization, he said he'd hate to see the Service developing "corps of specialists" since "the image of the ranger is one of the most magic things that has happened to the Park Service."

The next question concerned the future of the NRA suit against the Service. He said he would be greatly surprised if we lost, and that the Service "must maintain a no hunting posture."

The final question concerned the chances for independent agency status for the Park Service such as has been given to the Smithsonian. The Director confessed to "ducking the question a little bit", saying that, although it was tough being a preservationist agency in a department where everyone else is dealing with consumption of resources, it was "probably better" to "sit at the table" with these agencies than be separated from them. But he said that "he might be convinced of another position later on."

Senator Nelson's Comments

Senator Gaylord Nelson, who spent 12 of his 18 years in the Senate on the Interior committee, founded Earth Day and currently serves as chairman of The Wilderness Society, gave the keynote address of this year's Rendezvous.

Senator Nelson opened with a recounting of the history of the Wilderness Society, which was founded 50 years ago and concerns itself solely with Federal public lands. The purpose of the Society, he said, "is to stir things up", and observed that it has been a critic of all administrations.

He thanked the membership for inviting him, and congratulated them on choosing "a career where you can actually make a significant difference on some important issues that face our nation in its protection and management of the environment."

He then cited the editorial that appeared in a September Los Angeles *Times* entitled "Ode to Park Rangers," the heart of which reads as follows:

"Except perhaps for the Marine Corps, there may be no federal agency with a tradition of pride, duty and dedication to match that of the National Park Service. Park employees are stewards of the nation's natural and historic treasures in the best sense of the word."

Senator Nelson called the editorial a "fine tribute to Park Service employees" and said that, based on his own experience, the description was "well-justified." He then cited the Service's enabling legislation, and said that rangers are an important part of the team charged with conserving the parks and ensuring that they remain unimpaired.

The language of the 1916 legislation "leaves no room for misunderstanding and no room for administration discretion as to whether or not the mandate must be implemented," he said. "It requires implementation." He charged that "top policy makers at Interior are seriously defaulting in their required mission and placing this great heritage in jeopardy of irreversible degradation."

"I believe there is no issue which looms larger, is more ubiquitous and more ominous to the current and long range future of the national park system than the threats to the parks issue," he said, and predicted that it will be "the number one issue confronting all of you for the rest of your careers."

Senator Nelson pointed out that threats began with the creation of Yellowstone,

but that they are now "escalating geometrically at a rate far greater than our population growth." Although the 1980 State of the Parks report brought all these threats to the administration's attention, little has since been done.

A principal threat, he said, is visitor overuse, and the "time is overdue" for coming to grips with it through determination and implementation of carrying capacity use limits.

Other problems also remain unaddressed, the senator said, and criticized the Service for "operating in a reactive, status quo posture" with "no clearly stated agenda, no well-designed long term objectives, no current statement of purpose."

He said that he was aware of the "multiplicity of factors" contributing to the current situation, but said that Congress, the public and the press will support the Service once they understand the problems. The Park Service, he added, must educate them.

Senator Nelson went on to talk about the complex interrelationships of the myriad aspects of the environment, and said that our guiding philosophy on environmental issues should be that we "conduct our activities in such a way as to protect the integrity of those resources which sustain life and determine its physical quality."

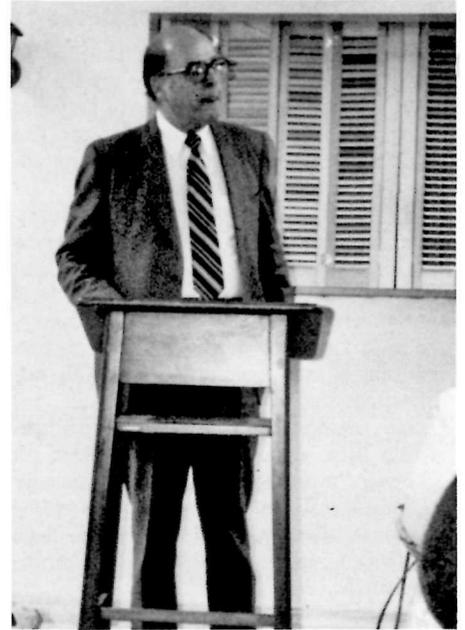
He said that "powerful forces" in this country—including those in this administration—are ignoring this reality, and that, consequently, the environment is in decline. "Tragically, at this precise moment in history when the circumstances demand a continuously vigorous expansion of our address to the whole spectrum of resource issues," he said, "we have an administration that is turning the clock back because it is either blind to the problem and ignorant of the consequences, or recklessly prepared to dissipate the resources of future generations for short-term political gain and illusory economic benefits."

He cited budget cutting, elimination of necessary rules and regulations, and "non-enforcement, weak enforcement or perverse enforcement of the law" as some of the ways in which the administration has deliberately attempted to dismantle the environmental achievements of the last decade and a half.

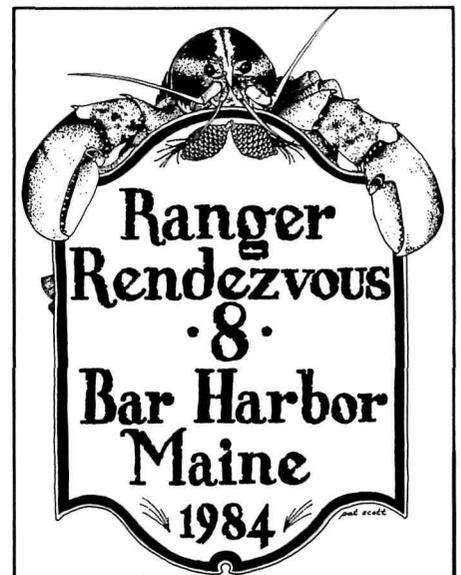
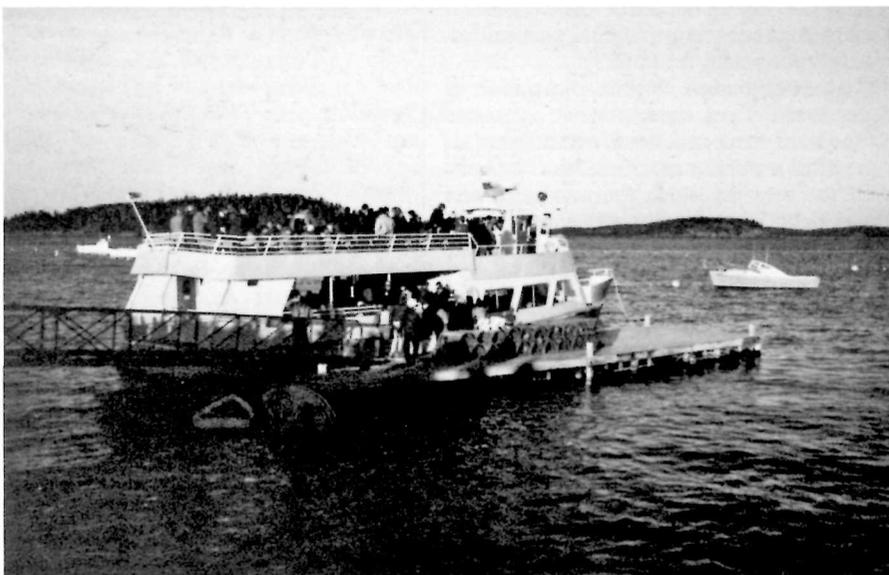
"While we think and talk about parks, their management, uses and values," he said, "we must not lose sight of the fact that these lands with their varied qualities are but one of the innumerable vital fragments of a large and intricate environmental mosaic." Because of this, it is critical to fight for all the environment rather than just the parks.

Senator Nelson rejected the idea that it is necessary to choose between the environment and the economy. "There is no way to separate the resources of our environment from the economy. The appropriate generalization to be made is that the economy and the environment are inextricably intertwined." He quoted Jeremy Rifkin, who said that "the ultimate balancing of budgets is not within society but between society and nature."

"Quite apart from the ethical questions involved, there is simply no way that a future generation could replace the capital we borrow from them because we cannot restore a polluted ocean or a polluted lake," he said in conclusion. "The ultimate test of Man's conscience is his willingness to sacrifice something today for a future generation whose words of thanks will never be heard."



Scenes from the Rendezvous





Reading clockwise from top left: Banner across downtown Bar Harbor Street; Senator Gaylord Nelson addresses Association members; gathering around the kegs outside the Atlantic Oakes meeting room; Dick Martin opening the Rendezvous; Bill Orlando, Fred Szarka and Ken Morgan getting the raffle going; Dan Sholly discussing ranger activities with members; Kathy Loux collecting registration fees; Pat Scott's T-shirt design; the evening boat trip into Frenchman's Bay; the official Association plaque.

Photos by Phil Ward and Bob Panko.



Events, Awards, Acknowledgements

Awards and Recognition

During the opening session, Bob Cunningham presented North Atlantic Regional Director Herb Cables a number of campaign ribbons in recognition of his "service and spirited leadership" as superintendent of Gateway and of the "many wounds" received in "skirmishes" during his years there. The citation also noted that, when urban parks were being created, "rangers throughout the west hid out in the mountains" maintaining "such a low profile that they cannot be found to this day", whereas he had fought successfully to bring the park experience to the inner city.

Among the decorations he received were:

- The Red Badge of Courage—For surviving against superior odds and criticism in difficult times;
- The IRA Broad Channel Medal of Honor—For his demonstrated success in public meetings with the Irish commercial fishermen of Jamaica Bay;
- The Purple Heart—For wounds received at the hands of the 59 New York City community boards; and
- The Congressman Scheuer Nude Beach Bathing Award—For his superior observations and scouting reports.

The Association also recognized a number of people for various reasons at the end of the final business meeting:

- For working on the Rendezvous and making it a great success—The Rendezvous coordinator's plaque went to Stan and Dottie Robbins; Bob Cunningham was recognized for organizing the program, Kathy Loux for handling registration, and Fred Harmon for general support;
- Regional representatives finishing terms—Although some may be reelected, the members thanked Stan Robbins, Rick Erisman, Tom Cherry, Noel Poe and Bryan Swift for their efforts;
- Most attending Rendezvous—The award this year went to Delaware Water Gap (as host park, Acadia was deemed ineligible);
- Furthest traveled—Mark Tanaka-Sanders of the Arizona Memorial in Hawaii received the award for having come the greatest distance;
- Distinguished service to AN-PR—Particular note was made of the exceptional service given to the Association by Laurie Coughlan and Dick Martin; their efforts were acknowledged with a prolonged ovation.

Acknowledgements

A number of people donated a considerable amount of time to ensuring that the Rendezvous was a success:

- Registration—Betty Cunningham, Donna and Hal Grovert, Bryan Swift, Mark and Margie Arsenaault, John McKay, Sharon Morgan, Marion Guthrie-Kennedy, Tana Sholly, Dottie Robbins, Shelly Wood, Mary Sargent, Lu Setnicka, Amy Vanderbilt, Randy Marci, Fred Harmon and Victor Rydzizky;
- Raffle—Fred and Debby Szarka, Bill and Barbara Orlando, Mary Sargent and Rick Gale;
- Photography—Bob Panko and Phil Ward;
- T-shirt design—Patty Scott;
- Sign making—Judy Chetwin.

It's not always possible to recognize everyone who helped, simply because the only "records" are members' memories. The Association extends its sincere thanks to all, whether noted above or not, and would like to hear from anyone who was inadvertently omitted.

The Dance

This year's dance was a roaring success, largely because of the excellence of The Danny Harper Band, a group that many even talked about flying to Lake Geneva for next year's Rendezvous.

The feeling was mutual. Danny Harper at one point told the dancers that he and his group had never been so well received in their years of playing together, and undescored his sincerity by adding another set at the end of the scheduled performance.

But the undisputed high point of the entire evening was their rendition of a song which they'd written specifically for AN-PR, the performance of which elicited thunderous cheers and rebel yells from all assembled. The immortal words follow:

"From Acadia to Yellowstone, from the east coast to the west,
From north to south, there's a special breed, protecting nature's best.
Preserving America's beauty, and our wildlife that's endangered,
They're the national park rangers.

Since the 1800's, down through history,
Devoted men and women, with a special call of duty,
Protecting parks and wildlife, from sea to shining sea—
America the beautiful, God's chosen scenery.

From every walk of life they come,
men and women, black and white,

Called to serve our government, to protect our precious sights.
In grey/green and standing proud, a soldier of the day,
Ready to give his life for you is nature's green beret.

Sometimes their duties are not known, because of their attire
But in the parkland they're the first to fight a forest fire.
Then there's the call, worst of all, when there's a life in danger—
He's the hero of the scene, the national park ranger.

Since the birth of Yellowstone in the 19th century,
We've made more parks of precious land 'till now there's more than 30.
Grizzlies, blacks and whitetails, too, the flowers and the trees,
Protected by our rangers, for our children all to see.

In the year of '77, here in the U.S.A.,
They formed an association; it was a very special day.
Tonight we're celebrating eight, a toast to me and you,
And now we're looking forward to next year's Rendezvous!"

The Raffle

The raffle this year was a great success, largely due to the efforts of Fred and Debby Szarka, Bill and Barbara Orlando, Mary Sargent, Stan Robbins, Rick Erisman and the other people who helped gather together the record number of contributions from members and businesses. As a result, the raffle netted \$3,175, also a record.

As always, items were raffled off before, during and after the general business meetings, and produced the usual unusually lucky people—the luckiest being Lou Setnicka with five winning tickets and Dottie Robbins with four, including two meals in Bar Harbor restaurants (much to the delight of the audience, who vocalized insinuating comments about "fixes" and "bag jobs").

The Association extends its sincere thanks to the following companies for their contributions to this year's raffle. Member donors will be listed in the next issue:

- Rossignol Ski Co., Williston, Vermont—two pairs of cross-country skis;
- Pigeon Mountain Industries, Lafayette, Georgia—300 feet of rescue rope and two Petzl expedition ascenders;



Some of the approximately 200 donations to this year's raffle.

Bill Halainen

- Cascade Toboggan, Kent, Washington—one avalanche shovel;
- Chuck Roast Equipment, Inc., Conway, N.H. (fleeceware and outdoor equipment)—one blue-water jacket;
- Sierra Club Southeastern Outings Committee, Duluth, Georgia—12 Sierra cups;
- Hat Rack Restaurant, Bar Harbor, Maine—gift certificate;
- Town Farm Restaurant, Bar Harbor, Maine—five gift meals;
- Sierra Designs, Oakland, California—one Thinsulate parka;
- Dick Jones Enterprises/Yurika Foods Corp. (retort foods)—one food pack;
- Jordan's Restaurant, Bar Harbor, Maine—gift certificate;
- Central House Inn and Restaurant, Bar Harbor, Maine—gift meal;
- Carlo's, Bar Harbor, Maine—large pizza;
- Haskell's Sporting Goods, Bar Harbor, Maine—exercise mat;
- Bar Harbor Cycle, Bar Harbor, Maine—one free day's bike rental;
- EPI Subs, Bar Harbor, Maine—four discount gift certificates;
- Sherman's Book Store, Bar Harbor, Maine—dictionary;
- Acadia Shops, Bar Harbor, Maine (Acadia National Park concessionaire)—moose hat;
- Speedo, Portland, Oregon (athletic equipment)—two T-shirts;
- The North Face, Berkeley, California (outdoor equipment)—duffle bag;

- J.M. Bucheimer, Frederick, Maryland (firearm accessories)—gun case;
- Maine Distributors (beer distributors)—Budweiser T-shirts, caps and mugs;
- Patagonia, Ventura, California (outdoor clothing)—bunting vest;
- Frenchmen's Bay Motel, Bar Harbor, Maine—breakfast for two;
- Houghton-Mifflin, Boston, Massachusetts—field guide;
- Coleman, Wichita, Kansas—12 picnic jugs;
- Kodak, Rochester, New York—Kodamatic instant camera and four film packs;
- Sierra Designs, Oakland, California (outdoor equipment)—60/40 Thinsulate parka;
- Frenchmen's Bay Boating, Bar Harbor, Maine—beer mug and balsam pillow;
- Harborview Restaurant, Bar Harbor, Maine—two free breakfasts;
- Bar Harbor Pottery, Bar Harbor, Maine—quiche dish and bowl;
- Trak, Inc., Ward Hill, Massachusetts—Bushwacker skis;
- Alpine Map Co./Madden Division, Boulder, Colorado (outfitters)—Starlight pack;
- International Mountain Equipment, North Conway, New Hampshire (outfitters)—"Wild Things" pack;
- L.L. Bean, Freeport, Maine—gift certificate;
- Eddie Bauer, Boston, Massachusetts—gift certificate;

- Beer and Wine Hobby, Wakefield, Massachusetts—homebrew beer-making kit;
- Akers Ski, Andover, Maine—Trak no-wax cross-country skis and bindings;
- Eastern National Parks and Monuments Assoc., Minute Man NHP, Concord, Massachusetts—four Jamestown shog;
- Robbins Mountain Shop, Fresno, California—Caribou pack;
- Mountain Equipment, Inc. Fresno, California—cordura fanny pack and Phoenix pack;
- Buttermilk Mountain Works, Bishop, California—briefcase, two day packs, two duffel bags and one fanny pack;
- Dixie Gun Works, Union City, Tennessee—gift certificate;
- Napoli Restaurant, Bar Harbor, Maine—gift certificate;
- West Street Cafe, Bar Harbor, Maine—five lobster dinners;
- Acadia Restaurant, Bar Harbor, Maine—two breakfasts;
- Seaview Restaurant, Bar Harbor, Maine—two bottles of wine;
- Koflach, Boulder, Colorado (boot manufacturer)—Comfort Flex hunting boots;
- Monadnock Lifetime Products, Fitzwilliam, New Hampshire (law enforcement equipment)—one PR-24 baton, six Persuaders with manuals;
- Chesire and Perez, Monrovia, California (law enforcement equipment)—two belt buckles;
- Wildwaters Designs, Pennlyn, Pennsylvania—Throw-Line rescue bag;
- Eastern National Parks and Monuments Association, Acadia NP—five calendars and a book;
- Stetson Hats Factory Outlet Store, Saugus, Massachusetts—Western hat;
- Public Safety Associates, Wenham, Massachusetts—one industrial first aid kit;
- Massachusetts Audubon Society, Lincoln, Massachusetts—Droll Yankee bird feeder;
- Chattahoochee Outdoor Center, Atlanta, Georgia (outfitters)—three-person dome tent;
- Old Town Canoe, Old Town, Maine—personal flotation device;
- Lowe Alpine Systems, Rancho Cordova, California (outdoor equipment)—Madden tour pack, five mini-Maglites;
- KC Publications, Las Vegas, Nevada—one set of "Story Behind The Scenery", 22 1985 national park calendars.

General Sessions

Ranger Activities: Goals and Directions

The general session on ranger activities was opened by Tom Ritter, assistant director for management operations, who expressed his and Stan Albright's thanks to the Association for "the highly professional and highly consistent way ANPR does business."

Tom said that rangers need to be involved in every aspect of park management, including safety, concessions management, and cultural and natural resources management. He said that among his objectives this year would be the upgrading of standards, the reintegration of resource management with other ranger activities, and the development of "good, strong, consistent evaluation programs."

He was followed by Dan Sholly, who became chief of ranger activities in Washington last spring. Dan said that the mandate he'd been given upon arrival included increasing credibility, working on accountability, developing communications channels "from the top to the bottom and from the bottom to the top", and writing or revising guidelines.

Concerning the latter, Dan acknowledged that some people feel there are too many guidelines, but pointed out that a lot of confusion in the field results from lack of consistency in direction as leadership changes, memos disappear in files, and directives are forgotten. He said the guidelines now being developed will cover only what is necessary, will be updated periodically, and will be renewed annually.

Dan then commented briefly on each of a number of guidelines now in the works:

- NPS-4: Scuba—It is being updated, and a draft should be out in January. Training and physical standards will be included.
- NPS-22: Fees—Work is progressing on revision.
- NPS-43: Uniforms—Many of the problems ascribed to R & R are in fact the result of confusion in the program. It is hoped that the guideline will rectify these difficulties. Dan also said that he's concerned with the wearing of the uniform and will be working to ensure that it is worn properly.
- NPS-51: EMS—The guideline is near completion and should be out in January. Park Service qualification standards will be included.
- NPS-53: Special park uses—This will be revised to resolve the current confusion over permits and should

be an "important management tool."

- NPS-56: Search and rescue—The guideline won't set up standards in every area, but will look at things like charging for rescues.
- NPS-58: Structural fire—Dan said that this is an area where "we've probably been most negligent systemwide." A work group met on guidelines in August, and is part way through now.
- NPS-59: NIIMS—This guideline deals with emergency management operations. All risk management areas fall under NIIMS, a system that is being adopted by agencies across the country.
- NPS-60: Aviation management—Guidelines will be set up for *all* Park Service aviation.
- NPS-57: Health and fitness—The Service had been trying to set up a program for a long time. Many jobs are essentially sedentary, but require the ability to make sudden, strenuous responses. The guideline will set up some physical requirements for jobs like law enforcement and SAR, and will include voluntary standards for others.

Dan concluded by saying that he's always anxious for input from the field, and that people should never hesitate to call his office, which he said had an "open house atmosphere."

"I am your representative in the Washington office," he said.

Personnel Management

Dick Powers, assistant director for personnel and administrative services, spoke about a number of recent developments on personnel issues.

First on the list was 025/026. Dick said that the Service has tried every possible way of getting OPM to release the standards with no success, and he now feels that "the solution has to rest within the National Park Service." Accordingly, the Service will be sending five teams into the field to examine a variety of ranger and technician positions and determine if they should all be in one series, if there should be a career ladder, and if there are educational requirements that need to be incorporated into positions. He said that people shouldn't expect upgrading from the study results, but should not expect downgrading either.

Attempts will be made to improve the merit promotion system, partially through computerization and standardization of ranger tasks. He noted that a large number of employees are or soon will be eligible for retirement, but said that, with

no existing studies on attrition, there's no way to predict how many will actually leave the Service.

The Park Service is also standardizing performance standards. The old merit pay system is out, and the new one "puts teeth into the program" by relating monetary benefits to performance. Dick said that this should have some effect on over-rating (some regions are giving out level one ratings to 65 percent of their employees), since there will be a cost/appraisal relationship.

Concerning administrative reduction, he said that OMB is planning to reduce administration in Interior by 1200 positions. The Service will try to comply by consolidating positions.

Similarly, there is a current effort to reduce GS 11-15 positions by two percent over the next four years through budget reductions. Dick said that this program hasn't been too tough on the agency yet, though.

Dick also talked about the OPM hiring drought for 025 and 026 positions, problems with the merit promotion system, Servicewide reevaluation of training needs, and the recent and apparently successful Congressional efforts to minimize the impact of A-76 on the parks.

Career Development

Yellowstone Superintendent Bob Barbee read Horace Albright's letter to potential Yellowstone seasonals to introduce this session and remind members of the "good old days" in the Park Service.

He then introduced a game created by Alaska Regional Director Roger Contor entitled "Find A New Idea." To win, you must find an idea that is brand new to the Service; if you find one, the game is then over. He said that Roger has been playing this game for eight years now, and added that there are no new ideas in the field of career counseling.

When surveying others for their career counseling advice, he found a few general comments and compiled thirteen practical observations from them. The comments included the following: You must make a realistic assessment of what you want, why you want it and what your constraints are, i.e. financial obligations, family needs, geography and cultural situations. You must realize that the Service is not expanding and that opportunities are less abundant than in the past. You must honestly appraise your own potential because others won't. And you should consider that the status quo is okay for many, as there are lots of challenges in park operations.

Bob's thirteen practical observations:

- Do the best job you possibly can even if you do not like the position.
- Watch your image (and reputation).
- Don't lead a life of anticipation.
- The only paradise that there is sits on top of your shoulders.
- Do not put all of your faith in the system; seize the moment and make your own opportunities.
- Become good at *something*.
- Stay in touch with contemporary realities.
- Pick up on the positive, not the negative, energy that is around you.
- Do not be intimidated; we regular folks can do all right.
- Capitalize on your own charisma and strengths.
- Find a sponsor who offers sound counsel.
- Steep yourself in the literature of the Service.
- Consider diversification.

Bob offered one caution: Watch the standardization of technicianism as opposed to professionalism. Concentrate on a broad base rather than specific, individual skills. The Service needs good judgement and good common sense along with skills.

He suggested that, now that we have settled down in the field of visitor protection, the next wave of high interest will be resource management.

Superintendent Barbee closed in wishing us all well, and called us all "an elite corps with a noble mission."

Jim Tuck
Rocky Mountain RO

Employee Survey

Pacific Northwest Regional Director Jim Tobin, who is on the task force which is developing recommendations for correcting problems identified in the employee survey, spoke about the history of the survey and some of the actions his group is suggesting.

Jim said that, following his move to his current position, he began to notice that a number of things he thought to be true about the Service were not shared by other employees, such as the desirability of becoming a superintendent and a preference for park housing over other options.

As a result, Jim talked to Don Field, a sociologist and the regional chief scientist, to see if he was out of step with the times; Don in turn suggested an employee survey, which was subsequently approved by the Director.

After a number of meetings with employees nationwide and other preparatory work, a questionnaire was designed and distributed to 4500 employees. Of these, about 3500 were returned. Computerizing all this information took the efforts of 20 people, each working in excess of 40 hours a week, but was still a slow process. Evaluation of all the data found therein has just begun.

The task force then formed and "deliberated at great length" over the results. Eventually they came up with nine recommendations, eight of which were accepted. They included:

- the development of a policy statement on where the Service is going and what its future will be like;
- increased opportunities for employee/supervisor feedback;
- a uniform awards system throughout the Service;
- issuance of annual benefits statements;



Bob Panko
Regional Director Jim Tobin speaking on the results of the employee survey.

- increased flexibility of work schedules; and
- development of a comprehensive policy on remote assignments.

Jim said that other problems will take more time and consideration, such as developing ways of dealing with the slowness of promotions, which the task force found is also a current and common problem in the private sector, and dealing with relocation, possibly through tenure or voluntary mobility.

He concluded by saying that spouse and seasonal surveys are also in the works and should be looked for in the future.

Preparing for Management

The day of general sessions concluded with a panel presentation on ways in which employees can prepare for management positions in the Service.

The first of four speakers was North Atlantic Regional Director Herb Cables. He began by recounting his career in the Service, and talked at some length about the education he'd received while superintendent of Gateway, where he learned a good deal about politics.

Herb offered a number of suggestions to members based on his experiences: Get into public involvement and politics. Rather than confronting opponents, learn how to diffuse their opposition. Go out and meet challenges head on; don't stay where you are because you're comfortable. Don't be biased against urban areas. Be aware that place like Gateway please people who have representatives who will support the Service in other areas. Build on what you do best, but be able to heed the advice of specialists. And accept the team concept and learn how to work with people.

Mid-Atlantic Regional Director Jim Coleman spoke next. Jim said that his success came because of his style—how he did things and how he utilized people. He said that aspiring managers need to take advantage of opportunities presented to them, particularly those that allow the demonstration of leadership. They should serve on committees and task forces and take jobs that will provide exposure. They should study management techniques. They should make sure their supervisors level with them, thereby making it possible to rise to their expectations.

Superintendent John Cook of the Great Smokies told members that they should combine what they learn from the panel with their own feelings about what is true, and that nothing beats performance once you've set your sights on where you want to go. Potential managers should be politically sensitive and astute. They should be willing to take risks, including the risk of taking a job that is not thought to be a good one by some. They should make the boss look good, and should not take credit but earn it—"if you make him look good, it'll come down to you."

John cited three rules of tenure: Be on the job long enough to know it, to make some decisions, and to make mistakes and learn from them. He concluded by advising that it's always wise "to be kind to the waterboy, because he or she may inherit the company."

Pacific Northwest Regional Director Jim Tobin was the final speaker. He said that the first step for anyone with career plans is to sit down and write a 500-word

essay on where you are, where you want to go, when you want to get there and why you want to take this course. Then look carefully at your strengths and weaknesses and work hard on the latter.

He offered a number of other pieces of advice: Be an opportunist; make things happen and prove yourself. Diversify, rather than following a single career line. Show initiative, versatility and desire. And work on acquiring some of the attributes that he looks for in managers—the ability to read, write and speak with ease; consideration for others; a talent for innovation; an orientation toward people; an ability to work with a budget (and within one); a facility for communicating and working with the park family; and credibility and integrity.

Management Development Task Force

On the evening of the opening day, Mid-Atlantic Regional Director Jim Coleman spoke to a large gathering on the findings of the management development task force

Jim said that the task force had identified “some deficiencies in the current crop of managers in the Park Service today”, a problem he attributed to failings in the system which produced them. Although there was some disagreement as to the degree of the problem, it was generally felt that future reliance on the current system would perpetuate the problem. They decided on three-part approach to its resolution:

- identification of deficiencies in current managers;
- identification of people in the Service with management potential; and
- strengthening of supervisory performance.

Once a survey is completed to identify necessary management skills, a program proposal will be made which may incorporate, among other things, a self-study curriculum and a system for detailing potential managers to work with regional directors.

During the question and answer period, it was noted that the program will have to be accepted by all regional directors for it to succeed, that the self-help aspect will be good because it will show individual initiative and commitment, and that acceptance into such a program will not necessarily ensure or preclude success as a manager.

Workshops

High Tech Future Interpretive Techniques

Will the future park visitor walk into a visitor center, approach a television screen that reads “Touch Me”, and then be presented a list of park activities? If so, these potential hikers, drivers, or walkers will then be able to touch the activity of their choice and have a video preview. If they want to take a right turn at a corner, the video display will continue without interruption in that direction. They can stop the display to look a little closer (and maybe take a family photo in front of the water fall on the video screen?). They might also be able to type in a question about trees or birds, and find out more about them. At the end of the interchange, they might push the correct button for a map of their chosen route, then get back in their car and go home, having enjoyed their visit without the inconvenience of actually “being there.”

A bit facetious, perhaps, but possible.

Numerous uses for the video disc/computer technology that was displayed in this workshop and available now will be found and developed in the coming years. One possibility will be a self-paced video which will give short courses at the visitor center in low impact camping, human/bear safety, wildflower identification, historical topics, and a host of other possibilities. Random access slide projects may also be replaced (easily but expensively) by video discs.

Our own imaginations—and budgets—will be our only limitations.

Jim Tuck
Rocky Mountain RO

What's In The Hopper

“What's In The Hopper” was a panel discussion on legislative activities affecting the parks which was presented by Randy Jones, the assistant superintendent at Olympic, Destry Jones of National Parks and Conservation Association, and Tony Benevento, committee aid to Senator Wallop.

They gave a synopsis of recent actions and important “inactions”, as noted below:

- statewide wilderness designations were completed for California, Washington, Arizona, Florida, New Hampshire and Virginia;
- the Land and Water Conservation Fund funds were passed;
- the deficits in the Federal budget will result in lean, tough funding

- for the Service in the next few years;
- a bill enacting the American Conservation Corps was passed but had not at the time been signed by the president;
- amendments to the continuing resolutions resulted in no serious limitations to our bear management actions, but did delay implementation of A-76 programs;
- a prohibition on new solid waste disposal sites in parks was put into effect;
- only 50 percent of the funds available for land acquisition have been spent during the last few years;
- the Oregon Inlet (North Carolina) jetty proposal was denied;
- the Park Service closure of 11 areas to trapping was upheld;
- geothermal leasing was barred near Yellowstone's thermal areas.

Legislation can be expected in future sessions of Congress in the following areas:

- a Tall Grass Prairie National Park in Oklahoma;
 - user fees;
 - Land and Water Conservation Fund revisions;
 - Park Service housing.
- Ken Hulick
Chattahoochee

Supervision: Nuts and Bolts

Bill Wade, assistant superintendent at Delaware Water Gap, presented this session, which centered on the theme that many supervisors find themselves caught in a “Catch-22” of Park Service supervision—what he described as a cycle in which supervisors don't adequately supervise, the system responds in an attempt to cause better supervision, which then makes it harder to supervise. Much of Park Service supervision is therefore carried out to meet administrative or structural requirements rather than to maximize performance and achieve results, a condition reflected in the recent employee survey.

Bill's thesis is that the “Catch-22” cycle could be broken by “results-oriented supervision”, or what he called “behavior modification.” He devoted much attention to four aspects of effective supervision:

- performance standards;
- performance appraisals;
- individual employee development; and
- managing the exceptional employee.

For each of these categories, he discussed the factors which tend to interfere

with the supervisor's job, and provided suggestions for overcoming these difficulties.

With respect to performance standards, Bill reminded the audience that the components of most jobs are complex and fall within four general categories: routine activities, problem solving, innovative behavior, and personal growth—all of which should be considered when developing personal performance standards.

Concerning performance appraisals, he emphasized the importance of immediate constructive feedback and reinforcing the employee's good behaviors on a regular basis, rather than relying solely on the annual formal evaluation process.

As for individual employee development, Bill discussed procedures for identifying and remedying deficiencies, not only in current job performance, but also for the next logical career position into which the employee should be promoted.

He then talked about the management of exceptional employees, pointing out that this category includes both the exceptionally good and exceptionally bad employees. He also discussed the concept of discipline and how it involves preventive, corrective, and punitive aspects.

After his presentation, a fruitful exchange of ideas and concepts took place among the participants who, as a group, seemed to agree that supervision in the Park Service could be improved.

Bill Dwyer
Acadia/Mempis State

Park Service Housing

North Atlantic Deputy Regional Director Steve Lewis led two well-attended workshops that discussed NPS-36, the housing guideline, and the housing task force's recommendations for a long range housing policy.

He observed that much of the Service's housing policy reflects external forces beyond the agency's control, such as OMB, Congress and Department directives, changes in the economy and court orders.

Most of the discussion concerned the process for establishing rental rates. The government is currently conducting regional rental surveys to establish base rates for typical housing. Once these surveys are completed, park housing will be compared with typical housing in the region and a base rental rate will then be established for each dwelling.

Steve stressed that the important step in this process is the inventory form that the park has completed for each dwelling. He urged residents to review their inventory form for accuracy, and noted that the form is available from the park's administrative office.

Park Service policy currently states that rental rates can not be higher than 20 percent of the renter's salary. Once the regional surveys are completed, this 20 percent cap will have to be dropped. It is expected that the survey process will lower rates in urban areas, but may raise rates in rural parks.

He said that there have been several changes in the final draft of NPS-36, and

urged people living in quarters to read the revised guideline.

One of the requirements of the guideline is that each park develop a quarters management plan (QMP). Three parks—Valley Forge, Rocky Mountain and Glen Canyon—are presently developing pilot QMP's. Once these proposals are evaluated, a standard format will be developed for the plan. He again urged that residents get involved in the QMP process and offer input.

Steve went on to discuss some of the task force's recommendations for a long range policy. Many of them will require approval by the Department, and, perhaps, Congressional action. As these ideas develop, there will be more information in the official park correspondence or in the *Ranger*.

Noel Poe
Capitol Reef

Rendezvous VIII T-Shirts

Rendezvous VIII T-shirts are still available. If you'd like to get one, send \$8.00 to Stan Robbins and he'll get it to you. Postage is included in the price. Please don't forget to include size(s).

Stan's address is Seawall Ranger Station, Manset, Maine 04656; his phone number is 207-244-3030.

Freeman Tilden Award

The Freeman Tilden Award, given jointly each year by the Service and the National Parks and Conservation Association (NPCA) to the best interpreter in the Park Service, was presented before the assembled members during the opening session.

Paul Pritchard and Kathy Abrams of NPCA and publisher K.C. DenDooven joined Director Dickenson in the presentation of the award to Sandy Dayhoff of Everglades, who advised members to "seek out people in your parks who have a little flame burning and turn it into a big fire."

The Association was honored to have this presentation made at the Rendezvous, and feels that it underscores the fact that interpreters are rangers in all respects.



Sandy Dayhoff receives the Tilden Award from Kathy Abrams.

Bob Panko

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).

National Capitol

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

On August 30, Rick and Einar Olsen met with Regional Director Jack Fish, Lowell Sturgill and Park Police Chief Lynn Herring at the regional office. Concern was expressed about the Congressional proposal for returning park police in Gateway and Golden Gate to Washington and replacing them with rangers because of increasing personnel costs and funding for park police operations. The Gateway and Golden Gate operations will be funded only for the first half of fiscal 1985, during which time a study will be conducted to evaluate the impact of this proposal on park management. The Service has appealed the decision, and, if the study indicates that it would be a safer, cheaper and better policy to continue those operations, the Senate committee will reconsider its position. Rick emphasized that the Association is *not* responsible for the committee's proposal.

Rick met in July and September with Mary Kimmitt about the tri-regional mini-rendezvous to be conducted this winter (see adjacent story). He also reported in depth on the Rendezvous in Bar Harbor in an October letter to regional members.

Rick has extended the Association's sympathies to the family and friends of recently deceased fellow employees Dave Lilly of Fredericksburg and Lillian Rummel of National Capital Parks—East.

Mid-Atlantic

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

Mary continues to meet monthly with Regional Director Jim Coleman, with Deputy Director Don Castleberry and Associate Director Rick Smith often in attendance as well, and reports that their support for the Association "continues to be solid" and that Association advice on regional issues is "frequently solicited". She extends the regional director's thanks to members for their feedback on the

continued on next page



The Shawnee Inn in the Pocono Mountains.

Tri-Regional Rendezvous

The 1985 Mid-Atlantic/North Atlantic/National Capitol Regional Rendezvous will be held in the heart of the beautiful Pocono Mountains of northeastern Pennsylvania. Delaware Water Gap National Recreation Area is hosting the Regional Rendezvous March 13-15 at the Shawnee Inn, one of the Pocono's most beautiful and luxurious country resorts. Located adjacent to the recreation area on the banks of the Delaware River, Shawnee Inn offers not only the ultimate in conference facilities, but unmatched recreational opportunities as well.

The Rendezvous package, including all registration fees, taxes, tips, and gratuities, is \$94.00 per person double occupancy or \$117.00 per person single. Sound like a lot of money? What's it going to do for me? Beyond the conference itself, the package includes your hotel room for two nights, all of your meals from lunch on Wednesday through breakfast on Friday (you may order anything on their sumptuous menu), coffee, soda and Danish breaks each day, all the beer you drink from the "traditional keg", live entertainment including dancing each night, two days and nights of skiing and two nights of ski rentals at

Shawnee Ski Area, use of the game room, indoor swimming pool, exercise room, sauna and whirlpool . . . in other words a total, extravagant, Pocono resort experience at a bargain price.

For those who do not wish to spend the night, nor use the recreational facilities, the daily package is \$20.00 per day. This includes coffee breaks, beer and lunch.

Shawnee Inn is located approximately 10 miles north of Stroudsburg, PA. The nearest commercial airports are Newark, N.J. (1½ hour) and Allentown, PA (40 minutes). Ground transportation is available from Allentown.

For those who wish to stay on after the Rendezvous to explore the trails, hidden waterfalls, pastoral countryside and historic villages of the recreation area, Shawnee is offering a weekend special for \$42.00 per person per night, including room and meals, for the following three days, March 15-17.

The Regional Rendezvous program and pre-registration details will be mailed to the parks and ANPR members during December. If you have any questions, contact Mary Kimmitt.

Paul Anderson
Delaware Water Gap

training needs assessment form, as a direct result of which the regional training budget for fiscal 1985 has been doubled. Training courses during that period will target specific needs identified by members in the assessment form.

Mary also thanks members for their responses to a memorandum Regional Director Coleman circulated proposing a management development program. She prepared an Association response based on the comments submitted. Decisions about the management development program are on hold until the Servicewide task force addressing this issue reaches a conclusion.

Mary is working on the tri-regional mini-*rendezvous* at present (see adjacent story), and is also seeking park representatives in about a dozen regional parks. If your park lacks a representative, please contact her.

Southeast

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

Midwest

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

Rocky Mountain

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

Southwest

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

West

Position vacant until election due to Dennis Burnett's transfer to Jefferson National Expansion in St. Louis.

Pacific Northwest

Position vacant until election due to Noel Poe's transfer to Capitol Reef in Utah.

Alaska

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

Work Groups

Seasonal Interests

Co-leader Debbie Bird, Kings Canyon. Address: P.O. Box 787, Kings Canyon, California 93633. Phone: 209-565-3341 (work).

Co-leader Jen Panko, Statue of Liberty. Address: Statue of Liberty NM, Liberty Island, New York, New York 10004. Phone: 212-732-1236.

The Association continues to be keenly interested in the problems and concerns of seasonal rangers and has strongly reaffirmed its intent to develop a seasonal health plan, improve seasonal hiring prospects, and look into any other problem areas deemed worthy of attention by seasonals (see board meeting report elsewhere in this issue for further details).

President Dick Martin appointed Debbie and Jen to head this work group. Anyone interested in involvement with this group should contact either of them at the above locations.

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).

Maureen reports that the Service asked that this work group join forces with the Director's task force of the same name, chaired by Mid-Atlantic Regional Director Jim Coleman, in order to increase its effectiveness. The combined group has come up with a "conceptual outline" of what the program may look like; it covers the following four areas:

- an enhanced supervisory development program;
- a self-study type management studies program;
- a mid-level management development program; and
- an incumbent manager development program.

The group will be meeting again in December, and continues to seek Association input, particularly once the program for implementation of these ideas is developed.

Dual Careers

Leader Mona MacKenzie-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 65 couples responded to the dual careers survey which she conducted, but adds that the survey wasn't a good representation of the dual career situation because some committee

members worked harder than others at getting the surveys out to their areas. Almost all of the surveys submitted came from either Rocky Mountain or Southeast regions.

The employment breakdown of the respondents was as follows:

Category	Male	Female
Permanent protection	45	7
Seasonal protection	3	5
Permanent interpretation	6	21
Seasonal interpretation	3	15
Permanent administration	3	5
Superintendents	3	-
Permanent association	1	-
Volunteer-in-park	-	2
Employed outside NPS	1	10

The survey asked a number of questions, which revealed the following:

- 65 percent felt that nepotism is not consistently defined/applied throughout the Park Service; most wrote that they had seen definitions for nepotism as it applied to the Service, but that the way it was applied varied greatly from park to park;
- 11 couples were not allowed to work in the same parks due to decisions by the superintendent or administrative officer;
- 6 couples were required to change their specialties so that they would not be working in the same division;
- 13 couples wrote that one of them either had to quit or was planning to quit the Service because of the inability to work in the same area;
- 23 couples had accepted temporary separations in order to maintain both relationships and careers; lengths of separations ranged from a month to five years, with most lasting five months. Many of these couples have regular separations where one of the two works seasonally in another park area;
- 17 couples have children, with eight of those feeling that lack of child care has affected their career decisions

The five most listed advantages for couples and the Park Service were:

- reduction in housing and moving requirements;
- same interests and active support of the Service
- isolated areas may be able to keep employees longer if both are employed there
- retention of highly trained employees;
- two salaries often necessary, particularly at lower grades.

The five most listed disadvantages for both couples and the Park Service were:

- possible burnout with family too involved with work;
- need to select only highly qualified individuals;
- mobility is harder for a couple;
- lack of support and/or discrimination on basis of marital status;
- appearance of favoritism.

Many of those responding also wrote additional comments. These are summarized as follows:

- 32 of the couples wrote about the need to insure that, whatever measures were taken to assist with dual careers, the highly qualified individuals should be hired;
- 16 wrote to say that they both realized that it would be more difficult to move up the career ladder and that temporary separations and/or lack of jobs for one or the other were recognized realities;
- 24 felt that, with more women working, dual careers are a reality for the Service, and also felt that the woman was more often pressured into giving up her career.

A number of the suggestions that were received are feasible possibilities for the Service to implement.

Vacancies in the same park or area should be announced at the same time if possible and listed as dual career possibilities if no nepotism or supervision

problem is involved. This affords an opportunity to compete, and the highest qualified individuals should be hired. This idea has already been put into effect in several areas.

A few of the women's groups in the parks expressed an interest in writing booklets about their parks, which would include job opportunities inside and outside the Park Service and the availability of child care.

The dual career work group has accomplished very little, except to perhaps gather some suggestions and concerns from those involved. The Association needs to decide if this problem needs to be pursued actively with regards to a policy statement, or, perhaps, the examination of other job opportunities employed by both the private sector and the government, such as job sharing. Another possibility would be increased involvement on the part of the federal women's program and the EEO divisions.

Mona has requested a copy of the draft that Western region has prepared on dual careers, but had not received it by the time the Rendezvous came around. She remains willing to commit time to assist with dual career matters, but needs two or three other people to become actively involved in assisting. Anyone interested should contract her.

Uniforms

Leader Nancy Hunter, Everglades. Address: P.O. Box 279, Homestead, Florida 33030. Phone: 305-248-5081 (home), 305-247-6211 (work).

This work group has been looking at the possibility of developing a catalogue of supplemental uniform items not offered by the main uniform distributor, R & R Uniforms. The objective is to develop a single source where parks and/or rangers could find standardized apparel, thereby insuring uniformity and facilitating purchasing.

Nancy reports that the 12 members of the group came up with a number of ideas, and received many more by phone and letter. These ideas were compiled and examined, then Nancy sat down with Linda Balatti, Servicewide uniform coordinator, and Bob Gates, president of R & R, to exchange ideas and discuss possibilities.

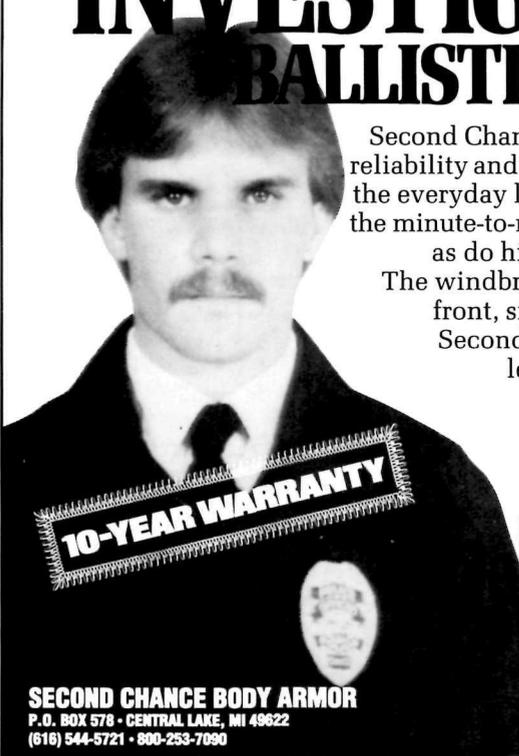
The following are some of those possibilities:

- Filson cruisers - The Servicewide committee will look at these again for the official catalogue;
- Heavy duty foul weather gear—This would be for severe weather, and would be more than just Goretex;
- Jogging attire—This would be appropriate with the new fitness standards about to be implemented;
- Polypropylene turtlenecks—The Servicewide committee will look at this possibility as well as the overall layering approach; they will also be looking at a complete undergarment;
- Parkas—The Servicewide committee is looking at this;
- Water repellent vests—Ditto;
- Long sleeve shirts with wool blend and wool pants—These will be considered for greater warmth;
- Gloves—Several types were suggested, and R & R has some samples that will be examined;
- Goretex jackets—The Servicewide committee is looking at these;
- Green gaiters, wool socks, riding boots—All being examined by R & R;
- Uniform leather accessories—R & R has presented a package to the Service, but is awaiting a decision on the type of holster to be included;
- Personal protective equipment—These are being considered by the Servicewide committee;
- Formal uniform winter coat—This is under discussion;
- Hunter orange ball caps—The Servicewide committee is examining this possibility;
- Deck shoes—Ditto.

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A number of these items are real possibilities, and the work group will be focusing on long sleeve wool shirts, wool pants, heavy duty foul weather gear and jogging attire. Anyone interested in becoming involved in this group should call Nancy, who is looking for volunteers.

Position Trades

Leader Andy Ferguson, Capitol Reef. Address: Capitol Reef National Park, Torrey, Utah 84775. Phone: 801-425-3871 (work), 801-425-3534 (home).

To date, the work group has received 19 personal correspondences and seven responses from regional offices, and has made several contacts with the Washington office. As reported in the last issue of the newsletter, these have featured a range of comments from sincere support to disapproval and rejection of the whole trade-transfer idea.

Trading positions seems to be most appealing to persons interested in career developments where numerous rejections under the present application system appear to limit experience and advancement. There are many qualified Park Service/Association members hoping for and seeking out alternatives to the system. For those interested, recommendations are not yet complete enough to bring before the board or the membership. Due to a recent influx of mail on the subject, more consideration seems appropriate. It is hoped that the interest and discussion generated at Rendezvous VIII will be reported to the work group.

A number of recommendations for the board's review will be consolidated by the

first of the year. The "Most Rejected Person in the Park Service" contest continues so get your comments and nominations in the mail to Andy.

Letters continued

indications continue to show that Mr. Chapman is committed in this matter.

Representing the concerns of seasonal employees in Yosemite National Park, we do not oppose affirmative action. However, we do not agree that the discontinuation of the HRR program, on a limited or permanent basis, will fulfill or enhance the affirmative action goals. In essence, this recommendation will take away a management tool of maintaining quality "tried and true", seasonal employees. For seasonal employees this will mean that they will have to recompute annually for the position that they have shown to be highly competent. In April 1984, Supervisors in Sequoia/Kings Canyon National Parks have documented how the abolishment of HRR would in fact prevent certain females from being rehired because they were blocked by 16 to 25 male applicants on GS-4 and GS-5 register.

We ask your ideas, suggestions and support concerning this recommendation before it becomes implemented in 1984-5. We may be contacted at (209) 372-4648.

Colin Campbell
John Roth
Yosemite

Editor:

One of the things I miss most from years past in the detailed "On The Move" section in the *Courier*. I felt more a part of a big Park Service family when I could track its members. It seems now that the rumor mill is the only source of much of this information.

I wonder if a section of the Newsletter could be devoted to this information? Then, at least, ANPR members could be tracked. perhaps a line on the renewal form could give people a chance to tell where they've moved in the past year. This way the secretary (another duty) could report quarterly. We could not follow non-members of ANPR this way, but, perhaps, this might be a "selling point" for the Newsletter and attract more members!

Ann Rasor
Pecos

Board Meetings continued

creasing logistical problems associated with starting from scratch each year. He emphasized that, with our increasing numbers and widely dispersed membership, we must consider locations with affordable rooms near major air terminals (for lower air fares). He suggested that consideration be given to finding good locations in the east, west and center of the country and that we return to these locations in a regular sequence.

A motion was made that after Rendezvous X the Association shall go to three or four rotating sites, including one each in the east, west and center of the country. It passed unanimously.

Association of National Park Rangers

Important: Please specify New Membership Renewal Date: _____

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

Box or street: _____ Division: _____

City: _____ State: _____ Zip: _____

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

Type of Membership (Check one):

- Active—all NPS employees, permanent or seasonal \$ 20.00
- Associate—individuals other than NPS employees \$ 20.00
- Sustaining—individuals and organizations \$ 50.00
- Life—open to all individuals* \$200.00
- Subscription—2 copies of each issue available only to organizations \$ 20.00

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

Administrative Use	
Received	\$ _____
Date	_____
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.



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