

# RANGER

The Journal of the Association of National Park Rangers

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Vol. VII, No. 2

Spring, 1991



Research and Resource Management

## Editor's Notes

I have now been editor of *Ranger* for almost nine years, and have to date shepherded 34 issues of this magazine from general conception to final production and distribution. During that time, there have been extraordinary changes in the National Park Service — some for the better, some for the worse — and I've had the opportunity to put your observations and recommendations on these matters into print. It has been a singular privilege.

But I've gone through many personal and professional changes since 1982, and it's becoming increasingly difficult for me to expend the time and attention needed to edit and produce *Ranger*. I've talked with Rick Gale about this problem, and we've agreed to pursue three courses of action in an effort to come up with a workable solution.

The first and most promising solution is to distribute the workload among more people. I'm therefore pleased to announce that Mary Maruca, editor of *Courier*, will be coming on board to help carry the editorial workload. Mary's dedicated, conscientious and highly capable, and it will be a joy to have her assistance.

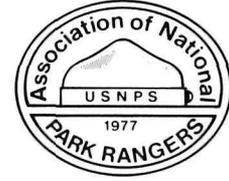
At the same time, I'll be working with ANPR members to farm out other responsibilities. Rick Mossman of Wrangell-St. Elias has agreed to coordinate the resurrected "In Print" section of the magazine,

which will review books and magazines of interest to rangers. That section will reappear in the summer *Ranger*. I'll also be looking for someone to coordinate the procurement of photography and art for the magazine. The time demands will not be great, but I will need someone who'll be truly dedicated to the task. If you're interested, send me a note.

The second option will be to find a new editor of the magazine. If the new arrangements do not sufficiently reduce the workload, a vacancy announcement will be posted in *Ranger* for the editor's position. Since it will take a few months to determine if the current arrangements are effective, that notice will not appear until the summer or fall editions.

The third and final option will be to seek a professional publisher to edit and produce the magazine. This would reduce the editor's role largely to the acquisition of feature articles, and would greatly lighten the work load. The downside would be the cost. Assessments will be made of available options for discussion at the board meeting in Myrtle Beach.

No matter which option finally prevails, I want to assure you that there will no diminution in the quality or frequency of publication of this magazine. *Ranger* will continue to be the voice of this Association and professional community.



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# RANGER

The Journal of the Association of National Park Rangers

Vol. VII, No. 2

Spring, 1991

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

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

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

#### Change of Address

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

#### Advertising

Rates and specifications are available for advertising in *Ranger*. Interested parties should contact Jon Anglin, 395 29th Avenue, San Francisco, CA 94121 (415-751-7830).

#### Table of Contents

Editor's Notes.....	1
President's Message.....	3
Letters.....	4
All in the Family.....	5
Association Actions.....	6
Legislative Actions.....	9
Features:	
Resource Management and	
Research.....	10
Strategic Management.....	15
Interpretation and Position	
Management.....	18
The Ranger Image.....	21
Looking Back.....	22
Professional Ranger.....	24
Board Reports.....	26
Rendezvous.....	27
Committee Reports.....	29

## President's Message

As noted in the masthead of every issue of *Ranger*, one of the purposes of the Association of National Park Rangers is to support the perpetuation of the National Park Service and the National Park System. I believe the Association has done and will continue to do a very commendable job dealing with Service (employee) issues. Our track record in being proactive in System (resources) issues is not as exemplary.

We plan several steps to become more involved and active regarding National Park System issues. The first step is to focus more on these issues in *Ranger*. For example, one of the lead articles in this issue of the Association's journal discusses the role and relationship of resource management and science. More such articles are planned for the future. This will also help bring about a more balanced approach to *Ranger* coverage.

Feature articles are only one such step. Rendezvous program chair Rob Arnberger is also exploring options for workshops and general sessions which will help meet this objective. This effort will include a concerted attempt to have System issue update sessions on both cultural and natural resources management at the Rendezvous — something that has been missing the past few years.

By the time you read this, the Board of Directors will have agreed to an approach to help us determine National Park System issues upon which the Association should focus its interest and energies. You will be an integral part of this intelligence gathering and the process which will accomplish this will be outlined in a mailing which will be sent directly to you in the near future. Watch for this request and give us the benefit of your analysis of System issue concerns.

From time to time, the Association of National Park Rangers has also been branded as being a protection-oriented organization. While employee issues rise and fall across functional lines, on balance I believe the Association has met and will continue to meet its mandate to communicate for, about, and with park rangers generically and to enhance the park ranger profession generally.

However, the Association needs to be sensitive to any perception that we are focusing on any one function of the park ranger profession to the detriment of other functions. Again, we are planning a concerted effort to ensure balance among various park ranger functions, both in terms of issues and information. For instance, a

feature article in this issue of *Ranger* is devoted to effective position management for interpretive positions. I commend this article to all readers of this journal.

In this effort to ensure that the Association presents a balanced viewpoint, we actively seek your assistance. How about contacting Rob Arnberger with suggestions for Rendezvous workshops? How about contacting Bill Halainen with ideas on possible articles for *Ranger* on aspects of the park ranger profession other than protection? How about contacting any member of the Board of Directors with suggestions for Service issues other than protection that the Association should be addressing? How about volunteering to shepherd one of your Association's long term goals to completion? We need your involvement.

The Board of Directors of this Association is committed to a balanced approach, both in terms of National Park Service and National Park System issues and in terms of functional issues. Your active support is needed to meet that commitment.



## Letters

Letters to the Editor should be typed and 500 words or less in length. Send to: Editor, *Ranger*, 640 North Harrison Street, Arlington, VA 22205.

Dear Editor:

Enclosed are my annual dues. I was very disappointed that the fall 1990 cover of *Ranger* conspicuously omitted a photo of LE rangers in action. Interpretation, SAR, EMS and firefighting were all represented; why not law enforcement? I hope that this omission does not signal a retreat in ANPR philosophy and emphasis re: law enforcement. If so, this could be my last year as an ANPR member.

Joe Hayes  
Canaveral

*The photos which were selected for the cover were chosen because they represented four of the many aspects of ranger work and because they fit the grid used in the cover design. Two of the three illustrations included with the article itself showed law en-*

*forcement rangers at work — two taking fire weather observations and three others eradicating marijuana.*

*If you look a little further in the fall issue, you'll also find a three-page article dealing with an important law enforcement issue — boating stops — and a shorter piece on 20-year retirement.*

*I would also encourage you to look back at past issues of *Ranger*. You will find that law enforcement issues have received regular treatment in the magazine, both in regular sections and in features, including full issues dedicated, respectively, to the history of NPS law enforcement, poaching and ARPA violations.*

*One of the primary objectives of this Association, as expressed in the organization's statement of purpose, is "to promote and enhance the park ranger profession and its spirit..." Interpreters, resource managers, emergency service specialists, firefighters and law enforcement rangers are all part of the park ranger profession, and ANPR will continue to support all of them in these pages.*

Editor

Dear ANPR:

Thanks for the donation towards a commemorative plaque for Ranger Robert McGhee. The plaque is to be installed in the visitor center in Mississippi. If our design for the plaque is approved it will include the Association as presenters.

The check was cashed in my name and then included in the fund for the plaque. I am maintaining records of the management of this fund.

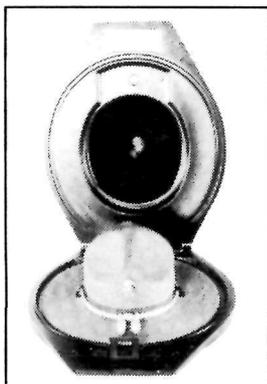
Upon installation of the plaque I will get the Association a letter of appreciation from the superintendent with a picture for possible inclusion in *Ranger*. We will at that time also provide Mrs. McGhee with a list of the contributors.

Please thank the members of ANPR. It's a great boost to the staff to receive support from the Association.

Robert Thomas  
Gulf Islands

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## All in the Family

All submissions must be either *typed* or *printed* and should include the author's return address and/or phone number. Send to: Editor, *Ranger*, 640 N. Harrison St., Arlington, VA 22205. If you are moving and also changing your address, please include past and present addresses. These will be forwarded to the business manager, who maintains the list of current addresses.

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

A closing note: Your occasionally muddled editor extends his sincere apologies to the following folks for flat-out misplacing their entries to "All in the Family", most of which were sent in late summer or early fall and went into a dusty file folder that only recently resurfaced: Mary Furney, Karen and Randy Justice, Craig Patterson, Connie Witherby, Linda Toms, Clayton Jordan, Kathy Jope, John Kempisty, and all the folks at New River Gorge whose names were sent in by Bill Blake.

### Transfers/Upgrades

Larry Anderson — from GS-5 seasonal ranger, New River Gorge, to GS-7 lead park ranger, Canyon District, New River Gorge.

Mardi Butt — from GS-7 supervisory park ranger (interpretation), Women's Rights, to GS-9 interpretive specialist, Fire Island.

Diane Chalfant (Keller) — from GS-11 chief of interpretation, Apostle Islands, to GS-12 chief of interpretation, Cuyahoga Valley.

Sarah Craighead — from GS-9 supervisory park ranger, Grand Canyon, to GS-9 management assistant, Manassas. Her new address is 9336 King George Drive, Manassas, VA 22110.

Jim Fitch — from GS-6 lead park ranger (law enforcement), Independence, to GS-7 supervisory park ranger (law enforcement), Everglades. Jim's address: Shark Valley, S.R.D. Box 42, Ochopee, FL 33943.

William Fitzpatrick — from WG-3 temporary trail crew laborer, Olympic, to permanent GS-5 park ranger, Manassas. Bill is a returned Peace Corps volunteer and worked as a park planner in West Africa. His new address: 10220 Van Dor Lane, Manassas, VA 22110.

Kris Fister — from seasonal GS-5 park ranger (interpretation and law enforcement), Glacier Bay (summers) and Yosemite (winters), to permanent GS-4/5 clerk, public information office, Yosemite.

Ellen Kathleen Foppes — from GS-11 historian, Southeast Regional Office, to GS-12 supervisory historian/regional historian, Midwest Regional Office. Ellen can be reached at P.O. Box 8184, Omaha, NE 68108 (402/221-3426).

Rob Fudge — from GS-11 chief of visitor service operations, Independence, to GS-11 site manager, Mall operations, National Capital Parks-Central.

Tom Habecker — from GS-9 subdistrict ranger, Lake McDonald, Glacier, to GS-11 district ranger, North District, Denali. Tom's new address: P.O. Box 9, Denali NP, AK 99755.

Doug Jones — from chief, resource and visitor protection, Morristown, to fire management officer, Acadia. His address: RFD #1, Box 6000, Apt. 5A, Bar Harbor, ME 04609 (207/288-2227).

Kathy Jope — from resource management specialist, Mid-Atlantic Regional Office, to same, Pacific Northwest Regional Office. Her phone: 206/442-5670.

Clayton Jordan — from subdistrict ranger, Fire Island, to front-country supervisor, Shenandoah. His address: Rt. 3, Box 311, Elkton, VA 22837.

Randy Justice — from GS-7 park ranger (law enforcement), Lowell, to same, Valley Forge.

"Trapper" John Kempisty — from district ranger, Independence, to ranger, Catoctin Mountain. His address: 15150 Foxville-Deerfield Road, Sabillasville, MD 21780.

William R.D. Lange — from GS-4 seasonal park ranger, Gateway, to GS-4 permanent clerk-typist, Gateway.

Wendy Lauritzen — from GS-7 park ranger, Black Canyon of the Gunnison, to GS-9 ranger conservationist (with law enforcement and EMS certification), Great Basin.

Greg Malcolm — from GS-5 seasonal ranger, New River Gorge, to GS-7 area ranger, Gauley Area, Canyon District, New River Gorge.

Carol McNulty-Huffman — from resource management specialist, Fire Island, to natural resource specialist, Denver Service Center.

Will Morris — from GS-9 supervisory park ranger, Wolf Trap, to GS-9 site manager, Clara Barton. His address: 8400 Thompson Road, Annandale, VA 22003.

Craig Patterson — from district ranger, Joshua Tree, to environmental engineer, Denver Service Center. His address: 450 S. Estes St., Lakewood, CO 80226 (303/989-8259).

Jan Ryan — from GS-5 park ranger, Fort Bowie, to GS-7 park ranger, Chiricahua.

Chris Schrader — from GS-5 seasonal ranger, New River Gorge, to GS-7 lead park ranger, Sandstone District, New River Gorge.

Michael B. Shaver — from GS-4 museum aid, Harry S. Truman, to GS-5 park ranger (interpretation), Prince William Forest.

Craig Sheldon — from GS-9 district interpreter, Cape Hatteras, to GS-11 chief ranger, Fort Caroline/Timucuan.

Lorrie Sprague — from GS-5 seasonal FIREPRO ranger, New River Gorge, to GS-11 management assistant, New River Gorge.

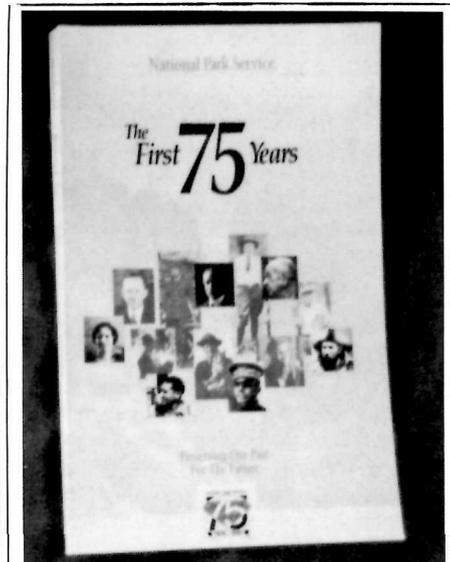
Karen Sweeny-Justice — from GS-6 superintendent's secretary, Lowell, to GS-5 park ranger (interpretation), Valley Forge.

Laurie Algee Taylor — from GS-5 seasonal park ranger (law enforcement), Sequoia/Kings Canyon, to GS-5 permanent dispatcher, same.

Linda Toms — from unit manager, C&O Canal, to assistant superintendent, Denali.

Chris Voss — from GS-5 park ranger, Ozark, to GS-7 area ranger, Bluestone Area, Sandstone District, New River Gorge.

*Continued on page 9*



The 64 illustrated pages of *National Park Service: The First 75 Years* tell the story of the National Park Service through a history complemented with brief biographical vignettes of 36 people who figured prominently in the design of the NPS and the protection of park areas, including Stephen Mather, John Muir, Freeman Tilden and Olaus Murie.

For additional information or to place an order, please write to Eastern National Park and Monument Association, P.O. Box 47, Yorktown, VA 23690 (1-800-821-2902).

The retail price is \$5.95. The discount rate is 40% on quantities of 25-99 and 45% on quantities of 100 or more.

## Association Actions

### Ranger Museum Funded!

The National Park Foundation has found a corporate donor, Continental oil Company (CONOCO), which has agreed to contribute \$250,000 for exhibit production for the ranger museum at Norris Soldier Station in Yellowstone. Harpers Ferry has completed the design for the exhibits, and will employ the money to put them into production.

The donation will augment the \$300,000 that the Service has earmarked out of this year's repair and rehab money to stabilize and refurbish the station. These two amounts will be further supplemented by \$22,000 from ANPR, about \$6,000 from the donation fund managed by Yellowstone, and \$1,500 from other employees and associations. That sum will be utilized to landscape the grounds around the museum.

A formal opening and dedication ceremony will take place at the park on August 25, 1991, the 75th anniversary of the passing of the organic act creating the National Park Service. There will be a commemorative plaque inside the museum which will identify the major contributors — CONOCO, ANPR, NPCA (which contributed \$5,000 at last year's Rendezvous), the employees of the NPS, and the Yellowstone fund.

Maureen Finnerty, who's been bird-dogging fund-raising for the museum for the Association, had this to say: "ANPR was instrumental in initially developing the idea for a ranger museum, and we can justly take credit for keeping the idea alive for so many years. Without the active efforts of the many members of the Association, the idea would probably have died. You can feel good about this one — it's another major accomplishment by ANPR."

### 75th Anniversary Symposium

On December 13th, Rick Gale had a chance to meet with Bill Briggie, who's chairing the 75th anniversary symposium which will be developing a plan for the Service's future. Rick says that the Association's comments on the proposed symposium work groups, which were submitted in November, were very well received, and that Bill has asked for our continued involvement and input in the symposium.

There are four work groups — one each on organizational renewal (further subdivided into human resources, management and funding), resources stewardship, park use and enjoyment, and environmental leadership — reviewing and ranking key tasks for the symposium. The following summary contains each work group's listing of key issues and our comments on them:

### Organizational Renewal

#### Human Resources

1. Drain of qualified employees away from the Service (and the) overall erosion in the quality of the workforce. Quality of new hires and seasonals below past standards with a dearth of qualified individuals to fill certain positions.

ANPR Comment: This issue, if not resolved, has the potential to negate any gains in many of the other work group topics. For example, you can have the best budget strategy or legislative strategy imaginable, but without the skills to pull it off, you get few positive results. We believe that this is not simply an entry level problem but one which permeates the organization. We see this as a vital foundation to ensure that other work group topics can ultimately be accomplished.



2. Develop a culture that supports system-wide teamwork, open communication, creativity and continuous improvement.

ANPR Comment: The key word here is *teamwork*. This idea really needs a strong emphasis.

3. Provide management and supervisory development programs that result in system-wide leadership capacity.

ANPR Comment: In ANPR's 1989 economic hardship survey, a significant percentage of respondents indicated that the primary reason they left/would leave the Service was due to lack of management direction and poor to non-existent supervision. To be effective, any such developmental program must be formal, certified and a national program, not ten varying regional efforts. ANPR believes that resolving priorities two and three will go a long way to also resolving priority one at the mid and upper levels of the organization.

4. Performance accountability.

ANPR Comment: This is critical to everything we do and is vital if any of the above are to truly succeed.

5. Better benefit packages that respond to personal needs and help balance the conflicts of career and family/personal concerns...

ANPR Comment: We suggest that this may be better focused if rewritten to state "more agency attention to personal needs..."

#### Management

1. Role and development of leadership within the Service. Not enough leaders at every level who can take charge, make hard decisions and stand by them, commit the people in their organization to action, and elevate their motivation so that the capability and professionalism of the entire Service can improve over time.

ANPR Comment: This may be the Service's greatest need. Managers must demonstrate that they are in charge.

2. Lack of risk taking among managers. Decisions often guided by expediency rather than principle which has undermined the confidence of the rank and file members.

ANPR Comment: Again, in the economic hardship survey significant numbers of respondents listed as frustrating reasons why they would leave the Service the lack of management backbone in standing for the principles of the agency and its enabling legislation...

3. Ineffective budget formulation.

ANPR Comment: What is really needed is a budget strategy. We all know how to formulate a budget but have not the foggiest notion as to appropriate priorities, establishing budget strategies, etc.

4. Strengthen and make proactive the Servicewide legislative program (to bring about) increased Congressional credibility.

ANPR Comment: We perceive the Service to have a reactive Congressional response. Again, as with the budget question, what is needed is a legislative strategy and the development of NPS leaders who are comfortable and adept at working with the Congress.

5. A. Institutionalization of long range planning and building a strategic policy development capability to foster better responsiveness and change within the agency. B. Improving predictive capability for identifying issues and future trends in ways that can be useful to planners and managers...

ANPR Comment: This should become the basis for developing and strengthening Service budget and legislative strategies.

**Funding**

1. No priorities.

ANPR Comment: Considering how important this is, it is somewhat surprising to see how little of substance is mentioned. We perceive two problems which need resolution. First is identification of areas in which we need to get money and the second is to determine how to get the money. We feel a good discussion of the funding and budget problems facing the Service is contained in the fall, 1989, issue of *Ranger*.

**Resources Stewardship**

1. Restoration ecology — restoring degraded park landscapes with associated technology transfer value to others.

ANPR Comment: This should be our 21st Century theme. Ecosystem restoration should be given high priority.

2. Inadequate base line inventories of park resources and short and long term monitoring programs to document the state of park resources for determining impacts (external and internal) . . .

ANPR Comment: The Service has major steps to take to accomplish this topic which is basic to virtually every other resource issue.

3. Tools for dealing with external park impacts and adjacent land issues.

ANPR Comment: The problem is the lack of tools available. The Service must have trained and equipped employees to foresee potential impacts so as to develop proactive strategy for dealing with the issues.

**Park Use and Enjoyment**

1. Maintain an atmosphere in which visitors can be inspired by the values the parks were established to preserve.

2. Coping with over-crowding/congestion — assessing and managing visitor impacts and developing appropriate mechanisms to assure maintenance of quality work experience.

3. Appropriate use of parks within the spectrum of recreational opportunities on public lands and how the visitor experiences should be delivered.

4. Appropriate balance between meeting people's expectations for modern conveniences and providing resource-based park experiences.

5. A suggested additional topic — Sensitize NPS managers to the mandate to serve visitors.

ANPR Comment: As the organization which represents many of the NPS people who actually most often regulate use, explain preservation/use issues to visitors, and

contribute to their understanding of park values, we believe it is critical to focus on the broad priorities impacting park use and enjoyment and not get sidetracked to peripheral issues affecting one segment of the visiting population — that can follow once the central issues have been resolved.

**Environmental Leadership**

1. Building a broader constituency — marketing the NPS to a more diverse public.

2. Inadequacy of interpretive facilities systemwide — outdated facilities and technologies.

3. Need for cultivating cooperative relationships with park neighbors to foster open communication, provide mutual support, and address concerns.

4. Strong environmental outreach education programs as a method to help people empathize with and understand the natural, historic and cultural environment as well as environmental and social problems.

5. Parks as benchmarks for our changing planet — refuges of biological diversity, baseline for monitoring global change, etc.

ANPR Comment: We make the same plea for environmental leadership topics as we made for park use and enjoyment topics. The focus should be on broad topics affecting this nation's parks. The specifics can follow.

**Merit Promotion Plan**

Rick sent a letter containing ANPR's position on the draft revisions to the Service's merit promotion plan to Ed Davis, Associate Director, Budget and Administration, late in November. Among our comments:

- the proposals to eliminate the "interview one, interview all" rule and to eliminate the need to panel all jobs with ten or fewer applicants are positive and represent welcome and needed revisions to the plan;
- the Association is "very opposed to the proposal to increase the potential of advertising GS-10 and below positions to a regionwide, much less a parkwide, basis" as this would "tend to perpetuate and exacerbate the existing regionalism in the NPS" and "create even more difficulties and roadblocks" in hiring minorities and females;
- ANPR is also opposed to the proposal "which removes the provision for accepting applications within five days of the postmarked date of the application" because vacancy announcements aren't always distributed quickly and applicants need as much time as possible to complete and submit 171's.

The regional directors have since discussed the proposed revisions and made a number of decisions. They voted to:

- drop the "interview one, interview all" rule;
- approve the referral of all qualified candidates to an area without rating or ranking when there are ten or fewer qualified candidates;
- list only vacancy announcements with Servicewide or broader area on the pink sheet; and
- eliminate mandatory requirements to accept voluntary applications from beyond the advertised limits.

They rejected the proposal to lower the minimum area of consideration for GS-9 positions to regionwide, and took no positions on the elimination of the five day period for receipt of applications after their date of postmark.

**Twenty-Year Retirement**

The Association is still waiting for Judge Norma Johnson of the U.S. District Court for the District of Columbia to set the date for oral arguments in our suit against the Office of Personnel Management. As of this writing, we've all but exhausted the funds dedicated to the suit. Those people who've pledged funds to this effort but have not sent in their contributions need to do so *now* if we're to have a sufficient amount of money available to fund the oral arguments.

Meanwhile, Rick Gale has written to OPM regarding the approval of twenty-year coverage for people in "hybrid" firefighter — law enforcement positions:

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"The *Federal Register* of December 5, 1990 (volume 55, number 234) on page 50153 listed an Office of Personnel Management final rulemaking clarifying the definition of qualifying duties for the enhanced annuity retirement provisions for law enforcement officers and firefighters. In the analysis of comments to the proposed rulemaking, you indicated that 5 U.S.C. 8336(c) does not address the idea of granting special retirement coverage for employees in hybrid positions combining both law enforcement officer and firefighter duties. You further indicate that you were not aware of any position not already qualifying solely as a law enforcement officer or firefighter position that would be qualifying as a hybrid position.

"The Association of National Park Rangers believes that many national park



### Seasonal Insurance

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ranger positions within the National Park Service would, in fact, qualify as hybrid positions. Many such positions currently exist within the National Park Service where both the position description and the actual duties performed include both law enforcement and firefighting on a routine and recurring basis.

"The Association suspects that the reason the Office of Personnel Management does not know of the existence of any of these hybrid law enforcement officer/firefighter positions is that the National Park Service has not submitted any of those type of positions as qualifying for enhanced annuity retirement coverage to the Office of Personnel Management for your review.

"The Association of National Park Rangers urges the Office of Personnel Management to carefully consider these hybrid law enforcement officer/firefighter positions when they are submitted by the National Park Service for coverage under 5 U.S.C. 8336(c)."

Early in February, Rick received the following reply from Sidney Conley, Assistant Director for Retirement Programs at OPM:

"Thank you for your letter concerning general coverage determination for positions within the National Park Service (NPS).

"I can assure you that all positions submitted by agencies to OPM for general coverage determinations are thoroughly reviewed and evaluated in accordance with requirements stated under law and regulation. When the positions from NPS are received, we will carefully evaluate them using the same consideration that is given to positions from all other agencies."

### Professionalization Initiative

Director Ridenour sent the following letter to Rick in response to our transmittal of the Rendezvous resolution which asked that the ranger workforce plan "not be implemented pending a review of the action items occurring as a result of the 75th Anniversary Symposium":

"Thanks for sharing your resolution regarding delaying the implementation of the professionalization initiative. Let me assure you that we are fully aware of the implications of increasing the number of professional positions in the Service. However, please understand that we are talking about professionalizing the Service's work force as a whole which also includes the ranger occupation. The components of this initiative have been in progress for some time and have increased the percentage of professional two-grade interval positions from 10 to slightly over 11 percent of the permanent work force in the past 2 years. As you can see, 11 percent is a very low proportion of science-based positions and positions requir-

ing specific academic requirements compared with other land management agencies.

"While your resolution does not specifically speak to an adverse impact on current rangers, let me assure you that we will only take actions that will result in an immediate or long-range benefit for employees. I recently heard of an employee who received an upgrade by reclassifying his position to Biologist. Our WASO classifiers recently provided informal advice to the Field where the position of a qualified female ranger GS-025-7 could be upgraded to a Natural Resource Management Specialist GS-401-9. On the long run, the position could possibly support a grade 11. These kinds of opportunities where we can benefit the park from an operating standpoint and the employee from a career standpoint need to be taken advantage of now rather than delay them.

"We are hopeful that the results of the 75th Anniversary Symposium will complement our efforts to improve our ability to better administer our resources. If you recall, the Symposium's major goals under Human Resources comprise professionalism of the work force, improving our competitiveness in recruiting a high quality work force, pay equity, better career opportunities for minorities and women, and better career ladders.

"The main obstacle to establishing a professional 025 series is in our inability to develop a valid justification which the Office of Personnel Management (OPM) will accept. As long as we continue to classify aide, clerical and technician work in this series, OPM will see us as contradictory in this goal. While I am not optimistic that we can soon achieve this goal, I do believe that professionalizing the work force and properly classifying single-function technician work will get us closer to asking OPM some time in the future to recognize ranger work as professional.

"I still expect supervisors and managers to continue to seek ways of meeting the goals of the initiative. Please feel free to call Walt or Mario if you have any questions."

## Legislative Actions

**Dave Simon**  
NPCA

The 102nd Congress convened in January with 49 freshman members — 44 new faces in the House, two new faces in the Senate, and three new senators who have moved up from the House. There have been some important changes in the committees and subcommittees with jurisdiction over national parks.

With Rep. Mo Udall (D-AZ) in poor health, Rep. George Miller (D-CA) was named acting chairman of the House Committee on Interior and Insular Affairs. Rep. Vento's Subcommittee on National Parks and Public Lands was expanded to 34 members (22 Democrats, 12 Republicans), adding new members LaRocco (D-ID), Hefley (R-CO), and Taylor (R-CO). A new subcommittee was also added with responsibility for California desert lands.

Sen. Bumpers (D-AR) retains chairmanship of the Senate Subcommittee on Public Lands, National Parks and Forests, but because of the shifts caused by the retirement of James McClure, Sen. Murkowski (R-AK) became ranking minor-

ity member on the full Committee on Energy and Natural Resources, chaired by Sen. Johnston (D-LA). The creation of the new Subcommittee on California Desert Lands in the House, plus the appointment of a new junior senator to replace Pete Wilson (now California's governor), means that prospects are improved significantly for action on this issue. Legislation has been pending for nearly six years to expand Joshua Tree and Death Valley National Monuments and to create a new Mojave National Park.

Once again, the budget will be the prime focus of Congress during the early spring. For FY 1992, the Bush Administration proposed the largest ever NPS budget request, \$1,310,255,000. This amount is still lower than what Congress enacted for FY 1991 (\$1,396,268,000), but there are many significant improvements and increases proposed.

Highlights include a \$94 million increase for operations, a \$42.1 million increase for maintenance and hazardous waste programs, a \$40.6 million increase for resources management, a \$35 million increase for the Federal Lands Highway Program, \$8 million for employee housing rehab (plus another \$4.3 million for specific housing

projects at Denali and Yosemite), and a new \$15 million initiative for the Secretary's American battlefield protection program.

The budget also includes an increase of \$16.7 million for fixed costs (principally pay and retirement benefits, including the 4.2% locality pay adjustments for San Francisco, Los Angeles and New York). The War on Drugs initiative would get a total of \$1.6 million in increases, including increases for field investigations, purchase of semi-automatic weapons and protective gear, and implementation of a crime incident reporting system. The administration also proposed foregoing the purchase of one new Park Police helicopter. New monies (\$1.4 million) would also establish a Servicewide intake program (20 positions each year, 50 percent from within NPS) to recruit and train NPS personnel.

The 102nd Congress will have a full legislative agenda on national parks. Other important general issues expected to be taken up include national energy strategies, park protection legislation, the 1872 mining law, concessions, NPS reorganization, wilderness management, and the status of national recreation areas. A variety of new park proposals and boundary expansions are also certain to arise.

If you have questions about these or other issues, feel free to contact me at: NPCA, 1015 31st Street, N.W., Washington, D.C. 20007 (202/944-8575).



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### Family continued

Dennis Weiland — from GS-5 ranger, communications office, Yosemite, to GS-7 area ranger, Grandview Area, Sandstone District, New River Gorge.

Connie Witherby — from GS-7 lead park ranger (interpretation), Morristown, to GS-9 interpretive specialist, Sandy Hook Unit, Gateway.

### Departures

Lisa Fisher — from GS-7 park ranger, Everglades, to GS-7 forestry technician, foreman, El Dorado hot shot crew, El Dorado NF, Pacerville, CA.

Mary Furney — from park ranger, Bandler, to forestry tech, Lower Trinity Ranger District, Six Rivers NF, Willow Creek, CA.

Chuck Lennox — from GS-9 assistant manager, Alaska Public Lands Information Center, Fairbanks, Alaska, to naturalist/educational specialist, Woodland Park Zoological Gardens, Seattle, Washington. His new address: P.O. Box 20741, Seattle, WA 98102 (206/720-4928).

## Resource Management And Research In The NPS: An Uneasy Relationship

Bob Krumenaker  
Isle Royale

On the last day of the most recent (November 1990) George Wright Society meeting — more commonly known as the “NPS Science Conference” — thirty people sat in a room debating the merits of forming a separate “section” of the George Wright Society for resource management. It was a topic that had first been raised two years earlier at the last conference, and its advocates hoped that they could finally get the group organized. Or, if not, put the idea to rest.

Most of the participants were experienced NPS resource managers (both natural and cultural) or scientists; even a few superintendents were seen. There were also a number of graduates of the NPS resource management trainee program, as well as several members of the current class. All the people in that room had probably debated the relationship between science and resource management more times than they could remember.

The vote was 15 to 15. A tie. No decisions made; no conclusions reached. Despite a very successful conference, where managers, scientists, and resource managers shared ideas, debates, information, beer, and more than a few good times, the lack of consensus in that room last November was typical of the National Park Service's inability to clearly define the roles of science and resource management in the parks.

The lack of consensus is not for a lack of dialog: if we do anything to excess in the Park Service, it's *talking* about our problems. To bring park managers, scientists, and resource managers together with each other as well as rangers and other park employees, however, we need to do more than talk. We need to agree on a common vocabulary, purpose, and how professionals with dissimilar approaches, expertise, and rewards systems can work together for the protection of parks and park values.

### Terminology

Let's begin with the some definitions, since our current problems stem partly from

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*Bob Krumenaker has been the natural resource management specialist at Isle Royale since 1985. He's also been the coordinator/author of the resource management section of "The Professional Ranger" column in this magazine since its inception in 1989.*

RANGER: SPRING 1991



*Research scientist holds tagged cub at Sequoia/Kings Canyon. NPS photo, courtesy of Jean Matthews, Park Science.*

confusion over three key terms — science, research and resource management.

Science is a tool, and research and resource management are methods of using that tool. Research is the pioneering of new information or new techniques, while resource management is the implementation of monitoring, restoration, or mitigation actions to protect or enhance resource conditions.

Both research and resource management require the wise use of scientific knowledge and methods. Some argue that resource management and monitoring do not require science. I'd argue, though, that the lack of science in resource management and monitoring activities in the past explains why so much of the data collected can't be used again to measure trends or resource conditions. If you don't know why you're collecting information, or, even worse, why you are manipulating the resource, it's not likely, as the saying goes, that you'll recognize what you're looking for when you get there.

### The Mandate for Science

The 1916 National Park Service Organic Act<sup>1</sup> says nothing about science or research — nor resource management, for that matter. The familiar words of the Act — “to conserve the scenery and the natural and historic objects and the wildlife therein” — may be inspirational, but they offer little guidance for a research or resource management program.

The science of ecology was new in 1916 and there is little evidence that Horace Al-

bright, Stephen Mather, and others of that era were thinking about ecological relationships. Early management policies did encourage scientific education, but primarily through observation of objects, many of which parks rangers were to collect and stuff for the park museum before the visitor arrived:

The educational, as well as the recreational, use of the national parks should be encouraged in every practicable way. University and high-school classes in science will find special facilities for their vacation-period studies. Museums containing specimens of wild flowers, shrubs, and trees, and mounted animals, birds, and fish native to the parks and other exhibits of this character will be established as authorized.<sup>3</sup>

There is no general mandate for scientific study in the national parks. Resource management is probably authorized, though not in such terms, by various laws requiring the protection of parks and park values. Only a few relatively new parks (Channel Islands being perhaps the best example) have a specific science mandate in their enabling legislation.<sup>3</sup>

Yet today many consider the parks to be the supreme examples of “natural laboratories” in the United States, if not the world. We champion biodiversity and the integrity of ecosystems and insist that all native organisms and their natural relationships within the parks are equally worthy of protection.

Environmental laws since the 1960s have forced the NPS to monitor and protect resources we took for granted (such as clean air and clean water) or may not have even recognized (such as endangered species and wilderness values) a generation earlier. Without a specific mandate for research, we have backed into it through a need for information — or to keep ourselves out of court, for the conservation community has often been more focused on park protection than we ourselves have been. (See the sidebar by Joseph Sax).

The Forest Service and the Fish and Wildlife Service, to pick but two of our sister agencies, have specific research mandates. While they, like the NPS, may be land management bureaucracies, Congress recognized that each of them has the primary responsibility in the government for a specific class of resources (forests, fish, wildlife) and gave them responsibilities outside their unit boundaries.

These other types of resources can often be separated from their land bases and studied in laboratories or universities; they are tangible, and, in the case of the Forest Service, have considerable economic importance. Is it any wonder that the science and research programs of these other agencies dwarf the National Park Service's program? What "class" of resource are we responsible for that can be dissected in a laboratory or grown under controlled conditions?

Applied research, i.e. that necessary to solve a specific management problem or concern, is generally accepted and encouraged by park managers. We commonly call it "mission-oriented" research and sponsor most of it ourselves, either by NPS staff or through contract or cooperative agreement. The objectivity of such research, however, is sometimes questioned; the storm of controversy that sometimes results can obscure the original question. Re-read Alston Chase's *Playing God in Yellowstone* if you need a reminder. Or better yet, apply for a resource management job at Yellowstone.

Is "basic" research an objective of park management? It seems to depend on the manager. The National Park Service's *Management Policies* (1988) contains the following two statements on the matter:

Basic [natural resources] research may... be necessary to correctly interpret resources whose functioning or significance are not already known.<sup>4</sup>

Research will be conducted to further park objectives as found in legislation and planning documents. Research activities will... [among other things]... further understanding of ecosystems and document their components, condition, and significance.<sup>5</sup>

Research should therefore follow from either legislation, which is usually silent on the subject, or plans. If your resource man-

agement plan can justify it, then it becomes your objective. Since it's unlikely that we'll ever fully understand the functioning of ecosystems, the *internal* mandate clearly exists for non-applied research, even if many managers choose not to see it.

It is the rare field study that does not come with a cost or impact to the resource, however, and this should always be weighed against the potential benefits. Sometimes the costs are economic as well, typically manifested as logistical support and time required for the care and feeding of the investigation (or the investigator).



U.S. Fish and Wildlife Service photo.

The 1978 Redwoods Amendment to the Organic Act required that managers prevent the "derogation of the values and purposes for which these areas have been established."<sup>6</sup> No science, research, or resource management should occur in a park unless that standard is met; the challenge is determining where the threshold is, because it can't be defined in either law or policy.

The debate over the role of science in the parks has gone on for decades, and there have been many "blue-ribbon panels" which have been charged with exploring the dilemma. Proposed solutions have often been provocative, but have been ignored either by the agency or the Congress.

The Leopold Committee in the early 1960s is probably the best known, and the Gordon Committee in 1989 is the most recent. There is yet another group currently following in those footsteps, this one under the aegis of the National Academy of Sciences (NAS) and known as the Committee on Science in the National Parks.

The difference between the latter group and its predecessors, however, is that Congress instructed the Park Service to commission such a group and explicitly provided

funds for that purpose. The NAS committee has been charged with looking into, among other things,

... the role of scientific research in the national park system, the duties and responsibilities of NPS scientists, the relationship between scientists and park management, and options for professional interchanges between NPS scientists and their professional colleagues in universities and other research centers.<sup>7</sup>

Both the NPS and the Congress have committed themselves to implementing its recommendations.

There also seems to be strong interest in rewriting the Organic Act to give the NPS a specific science and research mission. Director Ridenour says he is committed to improving our ability to manage resources based on scientific knowledge and wants to begin implementing the NAS recommendations during his tenure. The NAS report is due out in May.<sup>8</sup> If, as expected, they recommend some major changes, implementation will depend on the willingness of Congress to fund them.

### Roles and Responsibilities

Talk to someone only casually acquainted with the national parks and try to explain what "resource management" is. Is it forestry? Wildlife or fisheries management? Archaeology? The answer to each is both yes and no.

If I don't feel up to a long conversation, I'll tell someone I'm either a ranger or a biologist, but neither one is really accurate and certainly the images each appellation creates in the mind are quite different.

When I do try to explain some of the details, most people can't believe the amount of paperwork, planning, writing, and especially, computer work. The image of national parks and the people who work in them does not mesh with the portrait I sketch of a high-tech office with computers, fax machines, and field equipment that includes such devices as an electronic ozone analyzer and a global positioning system.

If I were to present a photo of *this* resource manager at work, it would show a harried person who wore the uniform of a ranger, was busily typing on his computer keyboard, and had a phone receiver seemingly attached to his right ear. The desk behind him would be covered with papers, reports, and software manuals. You *might*, however, be able to catch a glimpse of some attractive national park scene between the slats of the window blinds which are mostly closed to reduce glare on the computer screen.

Parks vary in size, of course, and so do their staffs. Large parks have a number of people in resource management, and small parks typically have none. But those mid-size parks that have taken the plunge usually

have but a single resource management "specialist."

The title is ironic, considering the number of "specialties" we deal with, each of which requires more expertise than we can usually muster. Just in the last two weeks I have had to be a "specialist" in wolf biology, conservation genetics, geographic information systems, forest ecology, air quality, fisheries management, toxicology, pesticides, resource law, global climate change, and fire management. Not to mention contract management, budget, personnel, and computer maintenance.

No one in this role can be an expert in all of these fields, yet the resource manager has to know enough to be able to plan, execute, and direct a program that addresses the entire range of issues that affect the resources of his or her park.

A resource management specialist is, more than anything else, a coordinator and manager of a great variety of disciplines that may have little more in common than that they all have something to do with natural or cultural resources. There is little or no opportunity to be a true "specialist" and keep up with the voluminous technical literature. The information revolution has been a decidedly mixed blessing.

In most parks, the resource management staff is responsible for writing plans and environmental assessments and recommending the priorities for management and in-depth studies of particular resource

issues. If there is no research staff, the resource manager will also coordinate and manage whatever research program the park has.

Organizationally, the resource manager usually fits in the "ranger" division, and the journeyman grade is GS-9 or GS-11. A large percentage of resource managers have masters degrees, but only a few have doctorates.

Park-based scientists are much rarer critters, and in the larger parks typically fall into two different categories — staff positions (e.g. management biologists) and research positions. The dividing line between a management biologist and a resource management specialist in a large park is often negligible, particularly in parks with several RM types who divide responsibility by functional area. Grades typically fall between GS-9 and GS-12.

Research scientists, by definition, spend more than half of their time actually doing research and are graded on a sliding scale depending on their publications and professional productivity. They usually have doctorates and narrow areas of specialization. Their park work may or may not be limited to their specialties, and grades typically run from GS-11 to GS-13. The scientists are commonly found in separate divisions or work directly for their superintendents, and are insulated to some degree from park operations.

Most park scientists enjoy the detached

role and argue that it is necessary to maintain their objectivity and keep them from being bogged down in the details of park operations.

The problem with the current system, aside from the fact that too few people do far too many things, lies in the disparity between responsibilities, grades, and credibility.

Resource managers have the broad responsibility of relating science to management needs and establishing park programs and priorities. They don't usually have in-depth expertise, however, and therefore are subject to a lack of professional credibility when dealing with academic and other agency specialists in a particular discipline.

It's not uncommon for a superintendent to showcase the park's research scientist rather than the resource manager in order to impress the community or an adversary with the quality resource program in the park. That practice can both slight the resource manager and simultaneously compromise the scientist as well because he or she inadvertently gets dragged into the political fray.

The research scientist may have the same credibility problem with his or her peers. Despite the scientist's relatively high grade, government pay still lags behind that offered by the academic community, and the park scientist in a remote area with limited opportunities to attend professional

## Toward Natural Systems Management

Joseph Sax

The early national parks were established as enclaves of spectacular natural beauty. They were not meant to be, and they were not, integral ecological preserves. Parks were often managed essentially as wildlife zoos and boundaries were often ecological jokes. Nonetheless, because of their size and isolation, and because the lands around them were commonly uneconomical to develop, many parks in fact constituted the core of essentially pristine ecosystems, biological as well as aesthetic treasures.

The modern environmental movement is both more knowledgeable and more scientifically oriented than its precursors. Park defenders demand not only that there be wildlife in the parks for visitors to see, but there be sufficient habitat to sustain wildlife populations in more or less natural conditions. The environmental movement's legislative program has produced the Clean Air Act and the Endangered Species Act, for example — laws that demand recognition of the interrelatedness of natural systems.

The difficulty is that the National Park System, indeed the whole system of public and private lands, is not organized to produce the results these and similar ecological-

ly sophisticated laws require. Parks are not, with occasional exceptions, ecologically integral in any respect. They do not encompass entire habitats for their animals, or whole watersheds, or even viewsheds, to say nothing of the airsheds by which acid deposition must be accounted for. Even the huge Yellowstone National Park does not include sufficient land to protect its geysers — the very symbol of American national parks — from geothermal mining beyond its boundaries.

From the perspective of preserving biological and genetic integrity, by which contemporary environmental opinion measures success, the parks (for all their wonders) are seriously deficient. If our parklands are to provide, in any degree, what we are now asking of them, far-reaching changes will have to be made. A great deal of land, both public and private, the use of which affects the parks and their resources, is going to have to be managed more sensitively. Traditional boundaries, between park and national forest, or between park and private land, must become less important, and "resource boundaries" must loom much larger. We already talk about the "Greater Yellowstone Ecosystem," which is essentially a euphemism for the habitat of the Yellowstone region's grizzly bear population. This is the first resource region of the

sort that should be the basis of future land management.

So far neither Congress nor any agency of government has been willing to face up to the far-flung consequences of moving from traditional enclave management to the challenge of resource-based, natural system management. It is not difficult to see why there is reluctance. A great many people, interest groups, and public agencies have a lot invested in the traditional boundary lines, which define their turf. Thus, efforts to obtain enactment of park protection legislation, which would generally take account of transboundary impacts, languish in Congress. At the same time, paradoxically, Congress has moved forward with a great deal of modern environmental legislation that is, almost by definition, ecosystem-based and resource-oriented. The result is that, piece by piece, we have accumulated a considerable quantity of *de facto* park protection legislation, despite congressional unwillingness to enact anything with that label.

*The above was taken with permission from Joseph Sax's forward to Our Common Lands: Defending the National Parks, edited by David Simon and published by Island Press.*

meetings often has a difficult time staying current in his or her discipline.

Another problem lies with career ladders and opportunities for advancement. A research grade position has similarities to a tenured faculty position in a university and allows for advancement within the job as expertise and reputation grow. Many research scientists spend all or most of their careers in a single park, developing unparalleled knowledge of a single ecosystem. The down side of this is that managers often find their staff researchers "hard to control" and without a Park Service perspective beyond their own parks or ecosystems.

In an isolated park, a researcher (or anyone else for that matter) can go stale if not challenged regularly by professional peers. A mutual distrust between managers and park scientists often develops, usually caused by poor communications and lack of agreement on roles and functions.

While there are many notable exceptions, it seems that most resource management specialists move on a cycle similar to other career professionals in the NPS. To move up, they have to move out. This limits the local expertise they can develop, but maximizes the opportunities to experience a variety of professional challenges and bring those perspectives to bear in each new park job. The long-tenured researchers watch them come and go, and the program thrust changes with each new person in the job.

One bittersweet reality for many resource managers contemplating promotions is that they are often locked out of the *research* management role when they move to a larger park, since that interesting job is usually in the domain of the research scientist in any park big enough to have one.

These are old problems and they won't easily go away. Western Region's strategy of

having all park research scientists report to the regional chief scientist and be affiliated with a university cooperative park study unit (CPSU) may be one solution to the scientists' problem. Midwest Region is taking another course by attempting to organize some of its park scientists into a Great Lakes research group to share expertise across park boundaries.

Solutions for the problems of the resource management specialists seem more elusive. The Service is now in its fifth class of resource management trainees, and has thereby significantly increased both the number and expertise of the people out in the field and the competition for the prime jobs. The program has been criticized, however, as attempting to train "multi-specialists" rather than resource program managers.

Some have suggested that the next class should be for current resource management specialists, encouraging continuing education and advanced training to keep current. The solution, if any, may lie with an even more ambitious attempt by the agency to staff the parks with more resource specialists and make them akin to BLM offices with their foresters, range managers, wildlife specialists, and hydrologists.

An encouraging sign to some is the trend towards reorganizing the science and resource management functions into a single division at both the park and regional levels. This should help foster better communications and break down the walls of what some (usually on the outside) see as the exclusive "club" of the PhD's.

But who should lead such a division? A scientist? A resource management specialist? Or perhaps a good manager, regardless of discipline? Some say this can't work, since the scientists are typically graded higher than

the others. That's short-sighted, though, since OPM rules *do* permit higher-graded technical persons to work for lower-graded managers.

In regional offices, and, more importantly, in Washington, change occurs more slowly. Natural resource management, if it exists as its own entity at all, is almost always a sub-unit of either the science or ranger activities office, thereby fragmenting its identity and perhaps belittling its importance. (With cultural resources, on the other hand, things are inverted: WASO has its own cultural resources directorate, but in many parks you have to search awhile to find who is responsible for cultural resources.)

Many feel that top management in the Park Service science establishment doesn't recognize the importance of resource management or distinguish resource management from a research program. Some fear that the expected National Academy recommendation of an increased science emphasis for the NPS will mean more research but even less resource management.

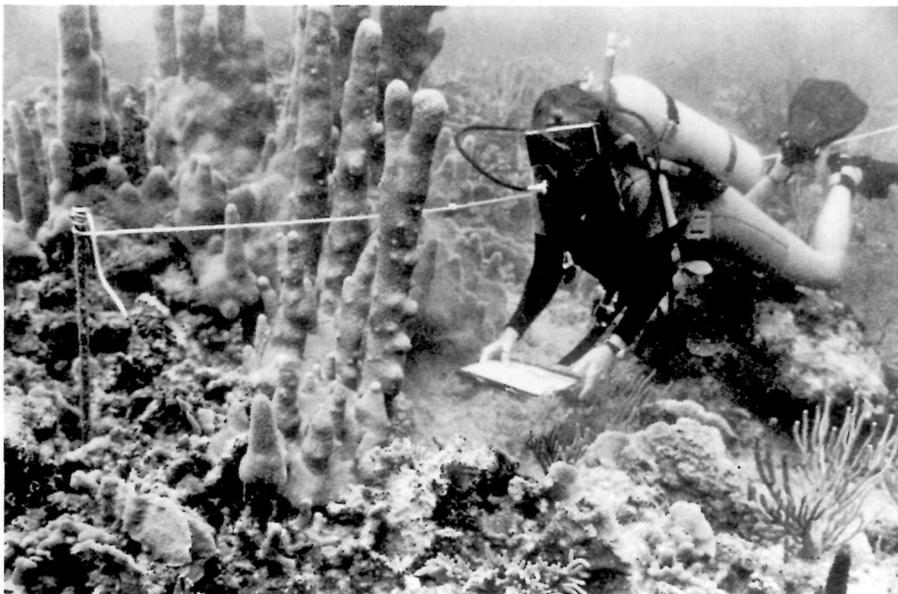
Where does that leave the park ranger? With the burgeoning technical workload, and expertise required to develop monitoring programs and implement them, can a ranger still do resource management?

Growing opportunities in fire management and the conversion to or establishment of many fire jobs in the biology (401) series would suggest that the answer is "yes", at least in fire. The need for resource protection is clearly increasing, and this will require the well-honed field skills of the park ranger or biological technician.

Ironically enough, traditional field skills may be in short supply at the same time that the need for academic and technical expertise by the resource management specialists is accelerating. Everybody can't be a specialist in everything, and therein lie the opportunities for people at all levels of the NPS.

Boundary fencing, poaching patrols, underwater shipwreck monitoring, and commercial fisheries management can all be considered resource management functions in those instances in which the core purpose of the function is the protection of resources and park values. There is opportunity, too, in the less glamorous but grade-enhancing bane of resource management, i.e. paperwork. I haven't met a resource management specialist yet who would refuse an offer for assistance in writing a plan or environmental assessment.

Most superintendents are former rangers and no one expects that trend to change drastically in the future. Resource specialists need to keep rangers involved in resource management if for no other reason than to protect the future investment: the best superintendents are the ones most sensitive to resource concerns, and they can



Diver conducting underwater resource inventory at Virgin Islands. NPS photo, courtesy of Jean Matthews, Park Science.

## Directions in NPS Natural Resources Management

A workshop was held in Denver during the first week of May last year which focused on the future directions of natural resource management in the National Park Service. The idea for the workshop developed from numerous discussions among regional resource management specialists, who felt that there was a need to sit down together and "systematically coordinate (important topics), identify unmet needs, examine new ideas and consistency among regions, and explore guidance and directions provided by NPS policies."

The work group produced a comprehensive listing of over 70 recommendations for future actions which need to be taken in resource management. Sixteen of the more important ones follow:

- Superintendents need to realize that research provides the direction for solving a resource management problem. Research is not an end in itself. They need to see that additional funding to implement research will not be available without their support of a larger operating base or cyclic natural resource fund.
- Resource management projects that have a visible product should be addressed with a cyclic resource management fund. The strongest justification possible should be formulated for a cyclic or revolving fund to address recurring needs or events which have cycles of less than three years.
- The resource management program should be clearly described to OMB and the Washington Directorate as a primary mission of the NPS.
- The goals of inventory and monitoring (I&M) are to identify the condition of the resource. Parks' management objectives should be to manage for a certain condition of the resource, rather than being issue-based. As conditions continue to be monitored, management objectives should be re-adjusted based upon the information obtained through monitoring.
- Training for superintendents on the value of resource monitoring should be developed.
- Managers should be rewarded for identifying problems and not led to believe they will be punished for bringing them to supervisors' attention.
- If we begin an I&M program, we need to plan to carry it on. A continuing program should be reflected in the NPS budget initiative.
- Research priority-setting should be a partnership between resource managers and researchers.

- Problem definition must be a partnership between research and management to ensure that there is a clear understanding of management's need for information.
- Investigate the formal allocation of some Servicewide research funding to generate low-cost research simply by providing facilities.
- Basic resource data must be obtained and incorporated into plans. A planning protocol should be developed that provides time to collect resource data. With Congressionally mandated plans, request more time from Congress to follow this process.
- Funding priorities must provide for resource studies in advance of GMP planning.
- We need to shake off this spartan attitude that we've had and compare our staffing depth with other agencies. Then we need to request the funding that is needed to bring our resource management staffing levels up to a reasonable level. This could easily be on the order of \$200 million. The director and regional directors need to coordinate, and then the regional directors need to coordinate with their superintendents, so we present consistent information concerning our needs in our contacts with others.
- The qualification requirements for resource management specialists, as well as rangers, should be upgraded. They should be based on a good task analysis, crossing the spectrum of parks. It is likely that this process would result in a positive degree requirement. Look at what type of degree, other qualifications, and trainable skills are needed to do a good job in the first ten years of their career.
- The resource management trainee program should be centrally funded and administered. FTEs and funding for salaries and training should be WASO-based during the training period, with trainees targeted for field assignments based upon predetermined needs expressed by parks. The FTE and base funding need to come to the park with the trainee-graduate.
- Trainees should have a minimum of a bachelor's degree in a natural science, with preference given to nominees having a graduate degree. Ideally these people would be from within the Service and bring with them a knowledge of Service goals, policies, and organization. Outside hires would no doubt be necessary and should attend "Introduction to Park Operations" or a similar course to prepare them for working in park situations.

develop those convictions only through experience.

Gary Davis, a research scientist at Channel Islands, sees an analogy between the players in the science/resource management arena and those in the medical profession.

Likening our beleaguered park ecosystems to a sick or injured human being, Gary suggests that the rangers and field people are like EMTs, making the rapid assessment or initial diagnosis of a problem and taking steps to stabilize the patient and prevent further deterioration. The resource management specialist is the general practitioner, able to treat a wide variety of ailments and conditions and prescribing a long-term regimen of care. Acute disorders often times require a medical specialist or exploratory surgery, or in the case of parks, a research scientist to design a specialized treatment or diagnostic regimen. The research itself doesn't heal the patient, it's the application of that research and the quality of the short and long term care that provides the remedy. Each of these players is a professional with a different type of expertise, and all must work together to keep the patient alive.

### Projects or Programs?

Park Service funding for science and resource management may be paltry compared to other agencies, but it has more than doubled in the last decade. The challenge for the NPS comes in balancing acute needs with chronic ones; the emphasis has traditionally been on solving the most critical problems with our limited resources, as it probably should be.

But the short-term view of the funding cycle and the various special initiatives (global climate change, inventory and monitoring, etc.) mean that it is extremely difficult to get funding for basic resource management and low-tech monitoring. After the research thrust is over, there is frequently no money left to implement the recommendations or results. Park base funds, over-subscribed as they may be, are expected to fund resource management programs.

The new format for park resource management plans (RMPs) embodies and formalizes this obstacle. The heart of the RMP is the list of "project statements" that outline specific problems and their proposed solutions. It's comparatively easy to get funding for say, a three-year study of erosion impacts in your campgrounds, while it is next to impossible to get a base increase to fund a resource protection crew to do preventive maintenance every year to keep the problem from becoming acute.

If there's any good news in all of this, it's that the funding problem is well known and several regions and large parks have set up their own cyclic resource management funds to address small or chronic concerns.

*Continued on page 23.*

## Strategic Management in the National Park Service

Mike Hill  
Timpanogos Cave

The first tractor I remember on our farm was an old, rusty, blue McCormick-Deering. As tractors go today, it wasn't much. It went forward and backward and it pulled things. "The ol' McCormick", as Dad called it, did what it was intended to do — it replaced Joe and Jerry, my grandfather's team of pulling horses. It pulled the same implements; nothing else needed changing. It had the disadvantage of needing to be driven by somebody (you just had to talk to old Joe), but the singular advantages for a small farmer that it didn't eat when it wasn't used, that it was affordable, and that it ran forever.

Our family had Cyrus H. McCormick to thank for the reliability of that old tractor. McCormick lived from 1809 to 1884 and is primarily known for having invented the mechanical harvester. What few people know is that he also invented something more far-reaching — the fundamental principals that evolved into the concept of strategic management.

Cyrus invented the harvester after he'd done some research to find out what farmers needed, what they could afford, and how reliable they needed it to be. In business terminology, he invented market research and market analysis. He also invented the concepts of market standing, pricing policies, the service salesman, parts and service supply to the customer, and installment credit. He was a radical.

McCormick had done all this by 1850, but the rest of the business community didn't really catch on until the turn of the century.<sup>1</sup> That he was successful in getting the jump on them is evident by what McCormick-Deering became — International Harvester.

From that beginning evolved what is today called "strategic planning" or "strategic management". Business and academic people became interested in trying to find out why some businesses succeeded over others. "Management by objectives" was one product of this investigation. "Marketing", defined not as selling what you make but as knowing *what* to make, was another.

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The ideas coalesced in the 1970s into strategic management, strategic planning being arguably just the planning part of a total management concept. Through this process, say authors John Pearce and Richard Robinson, "long-range planning, 'new venture management,' 'planning, programming, budgeting,' and 'business policy' were blended with increased emphasis on environmental forecasting and external as well as internal considerations in formulating and implementing plans."<sup>2</sup> As a result, strategic management is now a primary component of business school curricula.

Strategic management is a concept and a process that we in the National Park Service can and should be using and, in some areas, already are. Some individuals and some parks are developing or have developed "strategic plans". Presently, though, there are few completed plans and the process is not uniformly well understood or implemented. A few progressive individuals are, in effect, experimenting with the application of a concept that has been proven in the private sector but has yet to be fully applied in the public sector.

Some agencies, however, are actually applying most of the concepts without generally calling the product a "strategic plan". The recent emphasis on recreation and redirection of resources to that area by the U.S. Forest Service is an example.

According to Pearce and Robinson, "strategic management is defined as the set of decisions and actions resulting in formulation and implementation of strategies designed to achieve the objectives of an organization."<sup>3</sup>

Business writer Arthur Thompson has provided another definition — one that is perhaps more illuminating and relevant to the NPS: "Strategic management is the process whereby managers establish an organization's long-term direction, set specific performance objectives, develop strategies to achieve those objectives in the light of all relevant internal and external circumstances, and undertake to execute the chosen action plans."<sup>4</sup>

Various authors list from five to nine critical components of strategic management. They invariably 1) start by defining the organization's mission, then 2) take stock of where they are, 3) identify where they *could* go, 4) choose where they *should* go, 5) figure out how to get there, and, as the Nike people say, 6) "just do it". Finally, they 7) evaluate their progress to determine if either the plans or the implementation process need changing.

The obvious question at this point is: "Why bother?" The answer can be found in our mission as defined by Congress, the importance of which is reinforced by even a perfunctory observation of some of the internal and external forces affecting the agency. That mission is:

"to conserve the scenery and the natural and historic objects and the wild life (of the parks) . . . and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations . . . These [park] areas, though distinct in character, are united through their inter-related purposes and resources into one national park system as cumulative expressions of a single national heritage . . . preserved and managed for the benefit and inspiration of all the people of the United States . . ."<sup>5</sup>

Conservation of something in an unimpaired state is synonymous with preservation. A heritage is an inheritance of a legacy. The mission of the National Park Service, then, as defined by Congress, is to preserve the resources of the parks as part of a national inheritance, and to provide enjoyment, benefit and inspiration from those resources for all the people of the United States.

Rick Tate of Performance Impact Systems, a management consultant and a speaker at past Rendezvous', has said more than once that major corporations would kill to have a mission statement like ours.

Someone charged with managing an inheritance is a trustee. One could therefore make a legal case that the NPS is the trustee for the resources of the parks and that, since Congress didn't specify how *many* future generations, the beneficiaries of that trust are "all the people of the United States" into the infinite future.

Now balance that mandate with realities that the agency currently faces. The NPS has existed on less-than-adequate fiscal resources throughout its history. Recent history and pragmatic projections of the future suggest that there will be no radical changes in that situation. The management of parks is becoming increasingly complex in almost all areas. More and more governmental and private organizations are offering the same services that we do to many of the same people (and, in some cases, many others), and are perceived to be doing as good or better a job at providing those services.

The situation is clear. We are in business for the longest haul imaginable, we have an affirmative trust responsibility, and we are facing increasing competition. Yet we are (in the terminology of Clarke and McCool's *Staking Out the Terrain*<sup>6</sup>) simply "muddling through."

Why bother with strategic management? If for no other reason than because we have an affirmative legal obligation to plan for the indefinite future. Let's look at the issue in a more practical light, though. If people feel that they are getting better entertainment from theme parks, less structured wilderness recreation from the

BLM, better natural resource preservation from the Nature Conservancy, and more exciting living history at Colonial Williamsburg, then why should they support the National Park Service?

In Stephen Mather's days, it was thought that more visitors equalled more support for the parks. We are, however, reaching the physical carrying capacity of the facilities of many of our parks, and that old horse won't take us much farther. More people *in* the parks doesn't necessarily translate into more support *for* the parks.

If they have a lousy time, the principle will work in reverse. If they are merely passive visitors, it won't mean anything one way or the other except to the resources they impact while passing through. To effectively carry the park resources with which we are entrusted into the future, we need to devise a plan — a strategic management plan.

Let's look at the seven key components of such a plan, as noted above, and examine ways in which they bear upon the National Park Service.

1. The development of a mission statement — Congress has already given us one, and the 21st century task force generated another which includes some of the responsibilities we absorbed from the Heritage, Conservation and Recreation Service (HCRS). It's discouraging to find how many of our current employees are unfamiliar with our original organic act, much less subsequent changes. Our mission must be

defined clearly and must be thoroughly understood by every employee.

2. An analysis of our present situation — This is called a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis in strategic communications parlance and in our case would focus on both the NPS organization and the national park system. A careful and objective SWOT analysis would be instructive to the entire organization. There are, for instance, other organizations out there who have torn pages from our book and are now doing our job as well or better than we are — and we helped pay for a lot of their projects and much of their education! Although there are other things which we still do better than anyone else, too few people know of them. Our legislated mission gives us room to run in several directions. For each direction, though, there's at least one organization ready to race us, and a SWOT analysis would show us where we stand relative to all other organizations with similar or potentially similar missions.

3. An examination of future directions — This would be a brainstorming exercise in which we would examine what we *could* do or become. With so many people with vision in this organization, such an examination would play to one of our strengths. We simply haven't put all such visionary ideas into one sack or on a chalkboard so we could work with them in a comprehensive fashion.

4. A determination of where we *should* be going — This might be harder than it seems. What we *ought* to do and what we are *permitted* to do may be two radically different things. What we ought to do should be determined by our trust responsibility to all the people of the United States. What we are permitted to do today is determined by the actively involved, currently registered electorate. Strategically, each generation should do as much as it can in the "ought to do" direction, realizing that an informed, involved electorate is our best support and that you only find out the limits by getting your ears boxed.

5. An assessment of how to attain our goals — Figuring out how to get there while keeping your hearing is also an exercise in the possible. It is imperative that we be ruthlessly pragmatic about developing strategies for the future. Every strategy has a cost/benefit ratio which can almost always be determined in advance. No matter how "good" a particular strategy or idea seems, it's probably not worthwhile if it will hurt us more than it will help us.

6. The development of an implementation plan — If it gains more than it loses, then we should do it! Implementation may be the hardest part of any plan, as it is difficult to do something consistently well throughout an entire organization. Unless a significant majority of an organization's members are supportive of an objective, it's almost impossible to attain it. Of course,



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asking the people who will have to make something happen if they think it is a good idea in the first place *might* encourage them to try to make it happen. Listening to their answers *might* make it work better. And acting on those answers *might* be better still.

7. The institution of an effective evaluation process — If strategy must be ruthlessly pragmatic, then evaluation must be uncompromisingly realistic. Warm fuzzy intentions don't compensate for cold hard failures. The plan worked or it didn't. Excuses do neither the agency nor the resource any good. Innovative companies assume that nine out of ten innovations won't be worth pursuing. They encourage all ten because the one that works makes up for the nine that didn't. *But they don't keep trying all ten.*

The 75th anniversary provides us with an opportune time to develop and begin to implement a strategic plan.

The first, most critical, step will be to conceive and elucidate a mission statement that is at once comprehensive and comprehensible to everyone in the NPS. A careful re-reading of Title 16, particularly the amendment to the Redwoods National Park expansion act (para 1a-1), reveals that we have much more legal latitude than we currently exercise. We regularly quote the original Organic Act which mandates that parks be conserved for the "enjoyment" of people, but we consistently fail to quote the amendment to that act that adds "benefit" and "inspiration" and (more than once) states that we do this for *all* the people of the United States.

I would argue that one cannot be truly inspired by something unless he or she first understands it. The amendment makes it clear that we have a legislated responsibility to provide adequate education about the heritage contained in parks so that *all* the people of the United States may be inspired by that heritage.

By logical extension, this means that interpretation is generally inappropriately confined to within-park activities and that the NPS ought to be significantly involved in off-site interpretive/educational activities. Given the present concern about education nationwide, this ought to be "do-able" if we could fund it.

Similarly, a very real benefit to "all" of the people is the amount of foreign money brought into this country by people who visit parks from overseas. While foreign visitors may potentially displace some citizen visitors to the parks (they are, after all, picking up the tab), our legislated responsibility is to all the people, not just those who choose to visit the parks. Greater efforts to explain and inspire foreign visitors with our heritage, perhaps even before their visits, are well within the realm of possibility. These are just two examples of the kind of latitude inherent in our legislation if we simply choose to exercise it.

A symposium on the future of the National Park Service, entitled "Protecting Our National Parks: Challenges and Opportunities for the 21st Century", will be held in Aspen next fall. It provides us with a perfect opportunity to accomplish four things:

1. Redefine the mission of the Service within the constraints of existing legislation to at once take advantage of the latitude available and clearly state the role that the national park system plays in our society. Are we simply in the conservation and recreation business like other land managing agencies, or do we have a special place in society as the protectors and explainers of our heritage? Are we land and people managers, or are we the "institutional memory" of this polyglot culture called America? If we aren't the trustees of our cultural and national inheritance, who is?

2. Take a hard-nosed look at where we really stand in regard to this mission statement. If we're in the "park business", how well are we really doing compared to other park operations? If we're in the "resource preservation business", how are we doing compared to other public and private conservation organizations? If we are realistic and objective, we may find that we have both overestimated our success and underestimated the competition.

3. Within the redefined mission statement, identify our opportunities. What *could* we do or be? At this point, political realities and fiscal constraints should not be used to limit the vision. Premature censorship so limits the horizon that many excellent ideas often never surface. This is the "brainstorming" part of developing the plan, and it can be both revealing and exciting if approached with the right attitude.

4. Establish a "rough cut" version of where we *ought* to go. This is the point where political and fiscal realities must be considered. These realities are so complex that they need to be thoroughly understood and the risks, costs and benefits carefully weighed. At this point, it is worth bearing in mind that innovative companies assume that a ten percent success rate for new products or programs is a realistic expectation. We should be prepared to accept a ninety percent failure rate in the "ought to's" as the price of striving for improvement, then drop the failures and move on. We need to give good ideas a fair chance for success, evaluate them after they've been given a chance, and toss the turkeys. This will be painful, as no one likes to abandon a pet project, but we must be ruthless. Anything less would be a waste of the taxpayer's money.

If we can accomplish these four things in our 75th year and establish the strategic planning process as part of our basic operational repertoire, the time will be very well spent. In order for it to truly be worthwhile, though, we must keep it rolling. Strategic planning is a process, not a product.

The process involves continual evaluation and adaptation to changing internal and external environmental conditions. If this sounds like a definition of evolution, it may be that it took the business community almost 150 years to figure out what the parks could have told them all along — if we had explained it well and if they had just listened.

We need to do our job so the parks can deliver whatever message they may have for the citizens of 2016 and beyond. To do that, we need a plan. If we use the strategic management process which evolved from the thinking of Cyrus McCormick, then, like that old blue tractor, we can do what we were intended to do . . . forever.

## Notes

1. *People and Performance: The Best of Peter Drucker on Management*, Peter Drucker, Harper and Row, 1977, p. 90.
2. *Formulation and Implementation of Competitive Strategy*, John A. Pearce II & Richard B. Robinson, Jr., Richard D. Irwin, Inc., 1982, 1985 & 1988, p. 6.
3. *Ibid.*
4. *Strategic Management: Concepts and Cases*, Arthur A. Thompson, Jr. and A.J. Stickland III, Business Publications, Inc., 1978, 1981, 1984 & 1985, p. 4.
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6. *Staking Out the Terrain: Power Differentials Among Natural Resource Management Agencies*, Jeanne Nienaber Clarke and Daniel McCool, State University of New York Press, 1985, p. 50-64.

## Interpretation and Position Management: Definitions for the Future

Rob Fudge

National Capital Parks — Central

"Visitor Services and Interpretive Positions Within the Ranger Workforce: Any position currently in grade GS-8 and below that does not require a law enforcement commission should be considered for classification into various technical and clerical occupations which may be more appropriate to the primary duties performed." — Director's Action Plan for Management of the Ranger Workforce.

No one, including those responsible for the 025 reclassification initiative, wants to see interpretive park rangers disappear from park settings. But the plan, which was transmitted to the field last summer, fails to define interpretation as a professional occupation. In order to ensure that an appropriate strategy is implemented, more interpreters need to get involved in the dialogue on interpretive position management.

When I began to collect information for this article, I was certainly among those who were troubled by the implications of the initiative for interpreters. I took exception to hearing some interpreters referred to as "just guides." "Guide" is a perorative term that I might expect to hear from visitors, but not from NPS professionals.

The plan also implied that some chief interpreter jobs were going to be completely closed to me (I didn't major in either history or natural resources), and it appeared to me that knowledge and skills in the art of communications did not count towards advancement. So I set out to become more enlightened.

What I discovered was that, depending on who you talk with, you can get a wide range of opinions on what interpreters are and what they should aspire to be. Some have visions of them as scholars, while some see them as creative and charismatic orators and writers. Others visualize them as people who are steeped in the NPS mission and can adroitly handle a plethora of public programs and events, or as hosts and pathfinders, or as artists who create images and ideas. And some in position classification see them as "guides" or "information receptionists."

*Rob Fudge has been an NPS interpreter for the past 14 years and has worked in a variety of capacities at more than a half dozen parks. He is currently the site manager at National Capital Mall.*



*Interpretive ranger speaks to visitors at Independence.*

*Photo by Tom Davies.*

The confusion over what we are stems in part from ambiguity over what types of training it takes to become a good interpreter.

There's no OPM-mandated positive degree requirement to be an interpreter, which means that people hired for interpretive positions come from a multitude of educational backgrounds. Moreover, we continually claim that we can train people to be interpreters in two weeks or less. We all know, though, that some newly-employed park interpreters arrive at their jobs severely lacking in applicable skills, and that supervisors and co-workers end up spending a great deal of time trying to bring their work up to acceptable levels. Both the NPS and park visitors suffer as a result.

The reality is that it takes years of good education and training to be fully successful as an interpreter. As it stands now, visitors may run into an interpreter who can provide only the most basic information, or may meet a knowledgeable, provocative interpreter who'll provide them with an experience they'll never forget. We should employ the tools of good position management and classification to assure that visitors get the best.

It's hard to define "interpretation", harder still to set standards for it. NPS position classifiers have still not found a way to define and measure the skills that truly allow for "provocation", which Freeman Tilden has described as the "chief aim of interpretation." They have, however, done a good job of defining the subject-matter expertise necessary for some jobs.

Recent efforts, such as those in Personal Management Letter 87-12 (1987) better define the wide range of subject-matter knowledge necessary for different interpretive functions.

One type of position that has benefitted from this effort is that of a line interpreter in

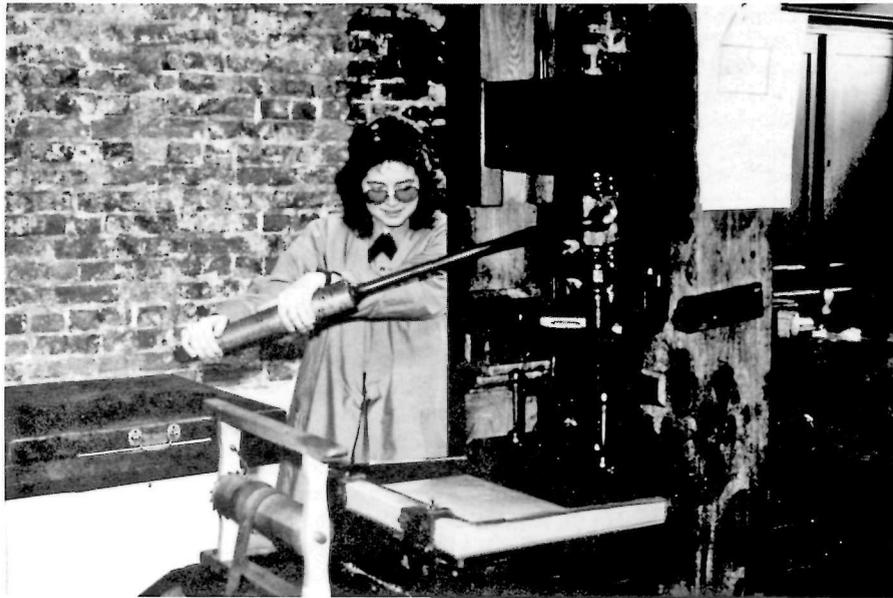
a "dual theme" park. Incumbents in these jobs are providing multiple, diverse, in-depth programs at sites with significantly different themes. One example is Gettysburg, which has both the battlefield and Eisenhower stories to interpret. Classifiers have employed the concept of "dual themes" to rate out some formerly GS-5 interpretive positions at the GS-7 level. This is as close as classifiers have come to establishing what many interpretive managers have been calling for — "master interpreters." These would be positions which recognize proficiency in interpretation beyond the entry level.

One option referred to in the new reclassification plan would place more interpreters in the GS-170 (historian) series. Since OPM has defined this as a "professional" series, it requires a history degree and is graded out higher than many park ranger jobs. But historians are and should continue to be primarily scholars who serve interpretation by conducting original research.

The historian, biologist, geologist and forester series (the latter are also referred to in the plan) say virtually nothing about interpretation and require degrees which would preclude interpreters from transferring between historic sites and natural areas, a practice which has made better interpreters of us all.

There's a strong suggestion in the action plan that many interpretive rangers should be classified in the GS-090 guide series. The action plan explicitly states that single function interpretive positions should be classified in this series because of their "narrow" scope.

Not surprisingly, the title "guide" has won few converts in the interpretive ranks. One chief interpreter stated the case succinctly: "The title has many negative connotations. The name 'guide' conveys an image of someone with little depth of knowledge



*Interpretive ranger at Independence demonstrating historic printing process.*

*Photo by Tom Davies.*

who recites canned 'facts.' No matter what we do in terms of organizational titles, no NPS interpreter will be happy to be associated with this name, even if it is only on an SF-50."

The position classification standards for a guide are framed in the terminology of duties rather than knowledge or abilities. The standards say that the series should be employed for those who primarily give talks, but also for those who give "demonstrations of nearly forgotten arts and crafts" or who employ "electric maps, photographic slides and other audio visual devices." Miscellaneous duties include "cataloging library accessions and museum objects, photographing park features, making reports, maintaining museum collections, maintaining signs, composing correspondence and participating as necessary in fire control work."

Is it any wonder why some personnelists see most interpreters as guides?

One regional position classification specialist told me that "no matter what we do, we need consistency." He also said that, whether it is the intent of the action plan or not, the guide series will logically apply to most park interpreters if it is reactivated.

Other informed persons have told me that park managers need only *consider* whether they want to use the series or not, and have said that most park interpreters will stay in the 025 series. They foresee the guide series being used to draw retirees and other local people, who, they reason, would accept that their jobs have virtually no promotion potential. Such a policy, however, would contribute to the creation of a caste system for the interpretation work force. Some interpreters would not be expected to perform at the same level of proficiency as others. They would also be more limited in their career advancement opportunities.

This would only serve to lower morale and de-professionalize the profession.

Who, then, really gets to decide on which positions are suited for the guide or information receptionist series and which are not? Experience has taught me that park managers write position descriptions, and that classifiers give the titles and grades. Will most interpretive rangers become guides? Will we improve morale and service to visitors by reinstating the series?

The guide series emphasizes "talks" which follow predetermined and established outlines. Such positions might be fine for the tourist industry, but where in the National Park Service can we establish guide positions which require little independent judgement and subject matter knowledge? The simple fact is that almost all of our areas have themes with sufficient complexity or subtlety to require subject-matter experts who can engage park visitors in provocative presentations and reveal the significance of the resource in a personalized manner.

We need more than Disney World-style guides. What we interpret is too valuable, involved and irreplaceable to be treated otherwise.

Although interpretive ranger jobs with management responsibilities and generalist jobs with interpretive duties will certainly still fall under the 025 ranger series, the action plan also states the following:

"The Chief Interpreter of a district or park having significant historical values could be classified as a Historian, GS-170. A similar position responsible for the interpretive program of a specific site within a park, such as a significant botanical resource site, might be classified as a Botanist, GS-430, Forester, GS-460, or as a Biological or Forestry Technician,

GS-404 or 462, depending on the depth of study required to effectively interpret the subject(s) involved."

If we employ such an approach, only a few specific degrees or majors would be required for some management level positions. Many of those coming up through the ranks would not qualify for them. Yet there are many chief interpreters out there who are doing outstanding jobs although they do not have the appropriate degrees for their jobs.

These subject matter specialty series do not address much of the subject matter appropriate to interpretive management work. How many chief interpreters spend the majority of their work hours in scholarly research if they are managing interpretive programs? Although expected to be an authority on the park's story, a successful interpretive manager is principally a manager of people — both park visitors and staff. They deal with supervision, management policies, training, publications, outside agencies and organizations and a host of other disparate responsibilities that are not related to a history or natural resources series.

Rather than reclassify ranger interpreter jobs into other series, it would make much better sense to develop a park interpreter job series which would be classified as a "professional" series by OPM and would provide a career ladder which would start with field interpretation and end with management of an interpretive program.

Such a series would clearly define minimum education requirements which would relate to the specific skills needed in the field. It would require specific core skills in communications which would be augmented by training in history and/or natural sciences. And it could involve apprenticeships or mentoring programs whereby a candidate's abilities would be raised to a level where he or she could interpret to diverse populations and utilize communications and educational resources systematically and expertly.

Although few colleges and universities offer degree programs in interpretation, a set of core course requirements could be agreed upon as offering the equivalence of such a degree.

Another option would be an NPS certification program in which training courses could be offered instead of, or in conjunction with, the minimum college course requirements.

Many interpreters presently attain such minimum educational levels after years of on-the-job training and experience. However, the skill level of our interpretive work force has become increasingly uneven over recent years as a result of cutbacks in training, smaller pools of applicants, and fewer applicants with college degrees.

While the job of being an interpreter is becoming more specialized, complex and

demanding, we are bringing people into interpretive jobs with little or incomplete knowledge in areas pertinent to interpretation. A high school education is not sufficient for a professional interpreter. There's more to the job than enthusiasm and more to serving the public than knowing a script or directions to the bathroom. If that's all we expect, that's all the public will get.

Although the action plan is in the implementation stage, there's still a good deal to be decided. The interpretive team at the action plan workshop held in Minneapolis last fall strongly recommended that the guide series be renamed and reworked to better reflect interpretive work, and that "master interpreter" positions be pursued so that interpreters could work up to positions requiring in-depth subject-matter knowledge and proficiency in the full range of interpretive techniques.

Neither idea was supported by the classification team, which was made up of personnelists and administrators. They preferred to see the guide series stand as is, and pointed out that no other more appropriate series exists. Their only concession was to

recommend that parenthetical descriptions be added to position titles, such as "park guide (naturalist)" or "park guide (historian)." The members of the team were also unenthusiastic about the development of "master interpreter" positions; they saw people holding such titles simply as guides who have accumulated incidental knowledge over a period of time.

Until now, interpreters as a group have had little to do with the reclassification initiative. Despite our collective communications skills and our abilities to look beyond the superficial to the heart of an issue, we have remained mute. Most of us have preferred to stay away from position management, thinking that it would leave us alone if we left it alone. Now, though, it appears that the mountain has come to Mohammed. This situation is too important for any interpreter to ignore.

What should you do about this issue if you're an interpreter? You should begin by reading. Read your position description and performance standards, read the action plan, read the GS-090 guide series classification standards, read the park ranger

classification supplement, read Walt Dabney's article in the fall 1990 issue of *Ranger*, read about the Rendezvous classification workshop in the winter *Ranger*. You will find them revealing, and will begin to see how they do and do not define interpretation.

After that, you may want to ensure that your PD and performance standards describe your duties as an interpreter accurately. This will help acquaint others outside the field with the complexities of the occupation. If you have some ideas about how we might get OPM and classification specialists to see interpretation as a separate, "professional" series, then get involved in the reclassification initiative through ANPR and your regional chiefs of interpretation.

I recently attended the annual conference of the National Association for Interpretation in Charleston, South Carolina. Over 700 people participated, representing private, state, and national agencies with interpretive missions. There were also representatives from other countries who had come to learn more about the field of interpretation. Over 250 papers were presented, and the exhibit halls featured consulting and design firms, publishers, and companies manufacturing a wide array of interpretive products and services. Overall, I was struck by the growing prominence of interpretation.

The NPS was conspicuously the dominant agency at the conference, and it was evident that we in the Park Service are setting standards for interpreters everywhere. We should think about this responsibility and its consequences and use our human resources to their fullest potential.



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**Membership Expiring?**

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

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

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

## The Ranger Image

Phil Ward  
Western Regional Office

Balance is a wonderful thing. You can't walk without it. You can't ride a horse or a bicycle without it. You can't eat soup from a spoon, weigh an ounce of gold, walk a tight-rope, or traverse a knife-edge ridge without it. But there's a different kind of balance, and one that some of us graybeards in the Service are a bit concerned about — a balance that may be affecting the image of the parks and the image of the protection rangers.

"Wait a minute," you say, "Did I hear the word *image*? I mean *image*, as in *ranger image*? Like two-inch guns versus four-inch guns and all that stuff?"

Well, buckaroos (if I may borrow a phrase from P.J. Ryan), image still exists. And it exists, contrary to popular belief, in the eyes of the public and the media as well as in the eyes of NPS managers.

That this is true is exemplified by a front-page New York *Times* article which appeared last fall. The story conveyed to the public the impression that the parks are populated with criminals ready to prey on unsuspecting tourists — criminals who are held precariously at bay by a thing green line of armed and armored rangers who work for love and sunsets and who have virtually no hope of sending their kids to college.

"So", say you, "there is nothing in that article that isn't true!" And you're right — we all know that. From another standpoint, however, there are a lot of things that are also true that are *not* in that article, like some of the good things that exist in the parks, for example.

Remember the admonition "The truth, the whole truth and nothing but the truth"? What I'm driving at is that the *Times* article and many like them these days are certainly telling the truth, but they sure as hell aren't telling the *whole* truth.

They are leaving out the fact that it's still safe to walk by yourself in the moonlight in Yosemite Valley, that thousands of backpackers camp safely in dozens of parks each year, and that it's a heck of a lot more dangerous to travel solo in most parks because of the risk of becoming lost than it is because one may become prey to some scoundrel. They leave out the fact that almost all of the crimes committed in areas administered by the National Park Service occur in a very few areas of heavy visitor and concession concentration. They neglect to mention that most of our law enforce-

ment rangers rarely, if ever, make arrests, and that many are in areas where law enforcement is only an incidental part of their job.

Many of these articles, friends and neighbors, may contain the truth, but it ain't the *whole* truth.

Even some of the more thoughtful and less inflammatory articles, such as the essay by Peter Steinhart in the September, 1990, *Audubon Magazine*, manage to equate law enforcement duties with the problems which have befallen the park ranger.

Little or no mention is made of the fact that our search and rescue and EMS incidents have increased dramatically over the past few years, and that we now have full-time SAR and EMS specialists in a number of parks. They conveniently forget that for each of the past six years we have dispatched a large percentage of our protection staff to major interagency fires. They neglect to remember that a single massive oil spill off the coast of Alaska depleted our pool of protection rangers and placed considerable strain on these remaining behind in the parks.

What they *do* remember and focus in on is the fact that rangers are more visible in their law enforcement duties than they have been in the past — and let me tell you, ladies and gentlemen, this visibility has come about because of an increase in professionalism and a more aggressive approach to law enforcement just as much as it has been caused by an increase in crime in NPS areas.

There is no question that rangers have become involved in more serious, often drug-related incidents. The recent shootings involving park rangers attest to that fact; however, NPS areas have also experienced a substantial increase in visitation over the past few years, partly because of improved transportation and the influx of foreign visitors, and it does not appear that the ratio of law enforcement incidents to visits has increased dramatically.

Few of you will dispute the fact that in the past many of the crimes in NPS areas went unreported and very few were investigated. I defy anyone to produce accurate records of law enforcement incidents in many of our areas prior to 1970. Bill Blake, in his well-written article in the recent *Ranger* magazine, thoroughly documents the fact that law enforcement is nothing new to the park ranger. Let me also say that I believe that the NPS has a right to be proud of the law enforcement job that rangers do.

Congress has documented the fact that they believe rangers are the most qualified to carry out law enforcement duties in NPS areas, with the exception of a few urban areas, and I think it is highly unlikely that many of you law enforcement rangers would wish to give up that authority or responsibility.

"Okay," you say, "what does all this have to do with me? I'm a young ranger just trying to make a living and stay alive. I have

no control over what these writers write."

Aha, but you do. And believe me, I'm directing this not only at you young rangers trying to make a living and stay alive. I'm directing it at retirees, superintendents, chief rangers, public affairs specialists and anyone else who is approached by a reporter or writer out to make an honest buck by selling a piece that is sensational or a "grabber". All of you are allowing yourselves to be led down the primrose path by responding to leading questions.

Let's face it, if you were the reporter, you would want to write an article that sells, wouldn't you? And crime and violence sells. If you don't believe that, turn on your TV for any five-minute period and, unless you happen to hit an "I Love Lucy" re-run, you're apt to witness accounts of either real or simulated violence.

But how many of you, when approached by that intrepid reporter, have insisted on telling him about the successful rescue in which you participated last week, or the three-week assignment on the Exxon Valdez oil spill last summer, or any of the other exciting activities in which you have been involved recently? How many of you have explained the balanced nature of your jobs, the excitement of saving lives through SAR and EMS and the pride you take in ARPA investigations and other resource protection activities?

No, you have fallen into the trap which has been so skillfully laid, and you have expounded on the increase in crime in the parks and the rate at which the rangers are leaving the Service, giving said reporter the wherewithal to tie those phenomena together in his/her article and broadcast to the American public the fact that rangers are (by implication) paranoid and leaving in droves because they fear for their and the visitor's lives.

Now let me say, before we go any further, that the last thing I wish to imply is that you shouldn't talk to reporters and writers. Your first amendment rights are the same as anyone else's, and, besides, it merely gives credence to writer's suspicions when you refuse to talk to them. Also, let me emphasize that I am not critical of the new-found voice that rangers have found; if we had spoken up in a like manner 25 or 30 years ago, we would have been slapped down so hard we would have bounced.

On the contrary, I believe that it is healthy to maintain a dialogue on these issues; I simply question the qualifications of the news media to be the proper forum to adjudicate grievances of this sort. I do submit that we, as a group (and I include those retirees, superintendents, etc.) collectively remind me of Pogo's most famous words, "We have met the enemy and he is us." We have become, in the nearly-as-famous words of Rick Gale, "snivel unit leaders." To continue the platitudes and coin a very bad pun,

*Continued on page 31*

RANGER: SPRING 1991

*Phil Ward has been a ranger in the NPS for 34 years and regional chief ranger in Western Region for the past decade. He has worked in all capacities in six areas from Colonial in the east to Point Reyes in the west.*

## Looking Back

## The McLaren Family

Butch Farabee  
Padre Island

The McLaren dynasty is now history, but it should never be forgotten. For nearly 70 years, Fred and his sons Dick, Doug and Bert worked for the NPS, logging a total of almost 150 years of dedicated service. The ranger legacy that was unknowingly begun in 1921 and quietly ended in 1987 will subtly touch every person who dons the NPS uniform for decades to come.

The tradition started with Fred. After serving in France on an ammunition troop train in 1917 and 1918, Fred McLaren worked as a roustabout until he went to work at the six-year-old Rocky Mountain National Park on March 18, 1921.

Fred recalls that there was no employee housing when he started working for the park, so he and his young family lived in a tent near Twin Owls. A storm hit soon after they moved in, and he was kept busy trying to keep from caving the canvas in under the four-foot snowfall.

Like his few fellow rangers of that era, he quickly excelled at being a "jack-of-all trades." Fred was resourceful, and, fully understanding the need to get the job done despite the minor handicaps of poor budgets and insufficient manpower, he took great pride in doing a lot with a little. Shortly after the snowstorm, he was sent to nearby Fort Logan to obtain some Army surplus trucks — three Packards and a small GMC. Unfortunately, only the GMC was working. After several days of hard work and with a minimum of both tools and training, he had the four vehicles running and got them delivered to the park. Superintendent Claude Way expected no less; Fred thought it was just part of the job.

Over the next 37 years, Fred's whole life was Rocky Mountain National Park. His three sons and three daughters were born there; like all of us, he knew the triumphs — and tragedies — that come with being a ranger. When Fred retired in 1957, he was awarded the Department's meritorious service award. On this past February 5th, Fred celebrated his 99th birthday. But his oldest son, Dick, wasn't there...

Dick McLaren, a "ranger's ranger" by anyone's standards, died of cancer on January 23, 1991. Dick was born in 1921 and spent his early years learning the deep values of the Service. Beginning in 1937 and for each summer thereafter until World War II, he worked in Rocky Mountain as a laborer, equipment operator and seasonal fire control aide. One of his mentors during these early years was ranger Ernie Field, a climber and rescuer extraordi-



Ranger staff at Rocky Mountain in 1938. Fred McLaren is second from right in the front row. Rocky Mountain NP photo.

naire. It may very well have been Ernie's influence that got Dick a Purple Heart.

One of the most important things to happen to search and rescue during the past fifty years was the formation of the Tenth Mountain Division in 1942, our country's answer to the elite ski troops of the Axis. Desperate for outdoorsmen, skiers and climbers, the United States needed men who could take care of themselves in the wilds. Dick and his younger brother Doug went off to war.

From April of 1942 until his discharge in 1946, Dick served his country gallantly in the famous Tenth. Specially recruited for and then further trained in mountain climbing and skiing, Dick served in the Aleutian Islands and then went to Europe. The bloody battle for Italy's Riva Ridge, which led to the rout of a German army, was one of the key offensives of the war and has become a legend. Dick McLaren was wounded there in February, 1945 — twice on the same day — and received the Purple Heart.

After two years at Colorado A & M, also known as the "ranger factory", Dick went to Olympic National Park in the summer of 1950. Two years later he transferred to Yosemite, where he served in all of the park's ranger districts and took part in the full range of field operations, including entrance station supervision, wildlife control, law enforcement and search and rescue.

One of the many memorable missions involved pulling a 17-year-old boy from a ledge 1,500 feet up Glacier Point. After receiving the Department of Interior's unit

award for excellence of service, Superintendent John Preston commended McLaren and the other seven members of the rescue team for their "personal courage" and "their unselfish disregard of personal risk to save the life of a park visitor." Team work epitomized Dick's career in the Service.

Although Dick participated in hundreds of searches and rescues during his 32 years and was the first operations leader for an incident command modeled search, his abilities were not limited to SAR. Dick also worked on nearly 8,800 wildland fires over the course of his career. He always thought that the infamous Flathead Fire in Glacier in 1967 was his most demanding. Dick was no stranger to complicated major fires, since he served for ten years on the BIFC overhead team.

In 1961, Dick went to Kings Canyon National Park as a district ranger and subsequently served for seven more years as Sequoia's backcountry district ranger. He then went to Grand Canyon as the assistant chief ranger and the park's fire control officer, where he retired in December of 1980.

The third and final McLaren brother to grow up in Rocky Mountain National Park — but the second to retire — was Elbert, or Bert as he is called. Bert, who was born in 1929 and was the youngest of Fred's six children, began his career in the same park that his brothers did. After seeing combat in Korea for two years, he returned to a permanent ranger position in Yellowstone National Park.

"I'd take off with my horse and mule and go up into the backcountry," he says in recalling those years. "It was a great way to spend a summer and fall. When I got married, the chief ranger assigned my wife a horse and mule so she could go with me."

The winters were just as hard to take, so he would be "forced" to take ski patrols out of Grand Teton into the Yellowstone backcountry. These trips often lasted ten days and covered more than 100 miles, going from cabin to patrol cabin.

This "tough" duty lasted until 1962 when Bert transferred to Rocky Mountain as the Fall River subdistrict ranger. He still got to take ski patrols, but he also graduated to doing paperwork. He ran the horse operations for the park and did all of the packing and coordinating of horse operations for patrols, supplying trail crews and restocking backcountry trail cabins. After 35 years as a ranger, Bert retired in 1986.

Doug McLaren, like his older brother Dick, grew up in the early, golden days of the National Park Service. Born in 1923, he first worked in Rocky Mountain as a "junior" fire guard and winter snowplow operator just like his brother. And, just like Dick, Doug answered his country's call by joining the Tenth Mountain Division. After being stationed at Colorado's 9,000-foot-high Camp Hale and then Texas's Camp Swift, Doug saw combat on Italy's Riva Ridge, just as his brother had.

Doug worked as a survival instructor for the Strategic Air Command after the war, teaching air crews ground survival, climbing and, ironically, how to poach wildlife to avoid starving. In 1952, Doug began his career as a permanent ranger in Grand Teton National Park and remained there until his retirement 35 years later. During those years, he built an almost legendary reputation in search and rescue. At a time when technical climbing was just coming into its own, Doug distinguished himself and became a leader in American mountain rescue.

After building the climbing program from the ground up, Doug headed the Jenny Lake mountain rescue team for 15 years. Beginning with the body recovery of James Ayer in 1952, Doug and the other members of the park staff earned several special achievement awards and Department of the Interior citations for meritorious service. Doug designed the still-used climbing registration system, then went on to co-author the first mountain rescue book, *Mountain Search and Rescue Operations*, which was the "bible" for mountain rescue for many years.

Doug recalls three memorable operations out of a list of a number of great rescues. The first was a 1967 evacuation off the difficult North Face of the Grand Teton which took three days and required lowering a stretcher over 1,800 feet. The second was for Norma Hart, who broke her

back and had to be hand-carried down from 11,500 feet. This effort required 42 people working for nearly 24 hours. The third was the recovery of a Teton climbing guide who was brought down in a blizzard. During that operation, Doug received frostbitten fingers which bothered him for years afterwards. He received special Departmental valor recognitions for these three missions.

Doug was active in the National Ski Patrol for 30 years and was named National Ski Patroller Of The Year in 1987, the same year he retired. The McLaren ranger dynasty came to an end with his retirement.

The McLarens made a difference to the National Park Service family while they were serving, but will also have an impact for generations to come. Their careers serve as models at a time when rangers increasingly appear to have lost sight of the spirit of their "gray and green" heritage and to have developed a professional and life-style ethic which puts materialism ahead of idealism. The McLarens and others like them thought of the National Park Service first and themselves second, and it's been a great pleasure to have known many of them.

#### Resource Management *continued*

The skilled science practitioner (researcher, resource manager, ranger, or superintendent) in the Park Service must become an entrepreneur for his projects and programs, since funding comes only to those who are most articulate in justifying their need.

#### Conclusion

It is easy to forget our core mission in the midst of the turf wars, and just as easy to lose sight of the need to work together. Even without a clear legislative mandate, and despite all the roadblocks to successful implementation, science in the parks must meet the larger society's goals of long-term protection of resources, since parks and the values they represent will only become more precious — and scarce — in the future.

We do have clear legislated guidance for *that* in the 1916 Organic Act: we are to ensure that parks are left "unimpaired for the enjoyment of future generations."

Now, in our 75th anniversary year, we should renew our commitment to meet that goal and explicitly state how we are going to achieve it.

#### Acknowledgements

The ideas for this article were fleshed out in a breakfast meeting at Rendezvous XIV in Las Vegas. Thanks to Paul Broyles, Bill Dwyer, Bill Halainen, Meg Weesner, and especially Kathy Johe, who were there, and Sue Consolo, Gary Davis, and Susan

Edwards, who weren't. Thanks also to NAS committee member Rolf Peterson for debating the subject with me for the last five years.

#### Notes

1. 16 U.S. Code 1.
2. Excerpted from Secretary of the Interior Franklin's Lane's letter to Director Stephen Mather, May 13, 1918, establishing policy objectives for the new bureau. The full text can be found on pages 69-73 in Horace Albright and Robert Cahn, 1985, *The Birth of the National Park Service* (Salt Lake City: Howe Brothers), 340 pp.
3. Katmai (1918) is an exception, and it is causing an ironic problem. The park objectives include a legislative mandate to "preserve for scenic and scientific value." Geologic research has been proposed by the US Geological Survey which will involve large scale surface disturbance (drilling, pipelines, etc.) in the park in designated wilderness. Political pressure and the enabling legislation are making it hard for the NPS to resist.
4. *Management Policies*, US Department of the Interior, National Park Service. 1988. Chapter 4:3.
5. Ibid.
6. 16 U.S. Code 1a-1.
7. Quarterly Report of the Committee on Science in the National Parks (letter from Project Director Robert B. Smythe to Michael Ruggiero, Chief, NPS Wildlife and Vegetation Division). September 5, 1990.
8. Look for a report on this in the next installment of "The Professional Ranger".
9. 16 U.S. Code 1.

## The Professional Ranger

### Resource Management

• Science conference — The Sixth Conference on Resource Management in the National Parks and Equivalent Reserves (a.k.a. the NPS Science Conference) was a great success last November. For the first time, the meeting emphasized resource management as much, if not more than, research. Highlights of interest to ANPR members included:

\* Heather Huyck of the House Subcommittee on National Parks and Public Lands emphasized the need for professionalism in resource management and stressed the value of last summer's "endangered ranger" hearings on Capitol Hill.

\* Associate Director for Natural Resources Gene Hester announced a \$10 million base increase for natural resources in FY 91. This includes \$3.8 million for regional resource bases, \$1.0 million for Geographic Information Systems (GIS), \$1.9 million for Global Climate Change (GCC), \$0.7 million for wetlands, and an additional \$2.5 million for the Natural Resources Preservation Program (NRPP).

\* An attempt was made to organize a "resource management section" of the George Wright Society. See the feature article on resource management for details.

\* Quotable quotes: Destry Jarvis (SCA): "Maintenance is the number one internal threat to the parks." Dave Simon (NPCA): "The biggest threat to the national parks is ignorance on the part of the American people." Bill Whalen (former director): "In Bill Reilly at EPA, we probably have the country's leading environmentalist — for a Republican."

• Funding increases — Those base increases Gene Hester announced have generated some controversy. The budget book said they were to have been split evenly between science (i.e. research) and resource management, but the bulk of the monies have gone to research programs. There is no national standard for resource management funding or program organization, and each region handles it in a different manner. See feature article in this issue for more on the uneasy relationship.

• Biogeographic areas — Five NPS biogeographic areas have been invited to submit detailed proposals in FY 91 for global change research program funding. They are Ozark Highlands (OZAR and BUFF as core areas), Glacier, Olympic, Southern and Central Sierra Nevada (SEKI and YOSE), and Western Lake Forest (ISRO and VOYA). Each site has developed a series of increasingly complex proposals which have defined their programs and allowed them to

sneak past other areas competing for the same funds. The details vary, but each site will probably receive approximately \$200-\$300,000 for FY 91 and hopes to parlay the money into a five year (or more) research program. Most areas will be adding staff, particularly GIS and data management specialists. Look for vacancy announcements this summer. Three other areas will receive pilot (administrative) funding (Florida Keys, Colorado Rockies, and Northwest Alaska) to develop more complete proposals in FY 92. If expected funding increases occur in future years, additional NPS biogeographical areas will be added to the program each year, perhaps to a total of 20 or more.

• Fire curriculum — Paul Broyles of the NPS Branch of Fire Management has distributed review copies of a revised fire suppression curriculum. Many familiar courses are being upgraded or replaced to incorporate ICS and up-to-date materials and case studies. The prescribed fire curriculum is being fleshed out as well, with courses coming on line in all aspects of prescribed fire.

Bob Krumenaker  
Isle Royale

### Visitor and Resource Protection

The annual meeting of all ten regional chief rangers, the staff from Ranger Activities in WASO, and other law enforcement, resource management and fire management specialists (including your correspondent) was held in Washington in January. During that meeting, there was lots of discussion on law enforcement issues:

• Automatic weapons — An evaluation of a wide variety of semi-automatic pistols is being conducted by Paul Henry (JOTR), Dale Antonich (DEVA) and Garry Rocklage (NPS/FLETC) at the behest of Ranger Activities, WASO. Recommendations from the group are expected to address many areas, including preferred caliber, acquisition specifications, phase-in period, training standards, and assignment and accountability issues. Funding looks fairly good for FY 1992.

• Body armor — The NPS-9 authorization for soft body armor is being revised to strengthen the guideline stipulations on who wears it, when it is to be worn (or not worn), standardization, and replacement. Anyone with thoughts on the matter should direct their comments to their regional law enforcement specialist for final review in WASO.

• Law enforcement badge — There was discussion of a law enforcement badge, but it was agreed that the traditional badge

should be retained with the addition of a DOI badge for credential cases and plainclothes use. The Forest Service model is being studied.

• Psychological exams — The participants felt that we should be conducting psychological exams for law enforcement personnel just as other agencies do. A survey of federal agency policies on such testing will be conducted.

• Full field background investigations — These are coming for *all permanent law enforcement personnel*, so get ready! OPM and DOI are giving the NPS three years to take care of the backlog. Instructions will be coming out soon on implementing this for new hires. Parks will have to bear the higher (\$1,500) costs associated with this type of investigation. Seasonals will have to get a limited background investigation, which is still time-consuming and expensive.

• Central law enforcement equipment supply depot — An assessment is being made of the possibility of setting up a central supply facility for law enforcement equipment. One suggestion is to train and qualify basic students at FLETC in semi-automatics, then issue them their leather gear and weapons upon graduation. Graduates would retain this equipment for the duration of their law enforcement careers. Under such an arrangement, weapons couldn't be issued to non-commissioned employees, so commissions might be issued upon graduation from FLETC. Since commissions will require a full field background investigation, then investigations will have to be completed *prior* to nomination to FLETC — rather than just initiated as is now the case — so that graduates can receive them at graduation. Graduates might also get measured for body armor and pick up a nice new badge and credential case, too.

• Investigative equipment — An investigation is also being made into the possibility of setting up a central cache of investigative equipment. No location has been chosen as of this writing, but the cache supervisor would provide technical assistance and training for field units needing sophisticated surveillance and monitoring tools while conducting ARPA, drug, wildlife or similar investigations.

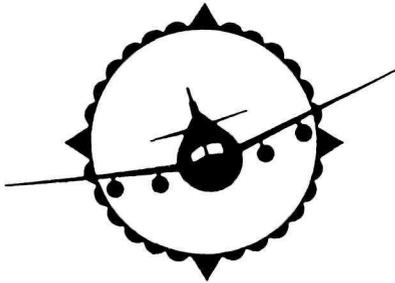
• Emergency funding — The consensus among participants was that events requiring law enforcement support are becoming increasingly complex and frequent. A recommendation was made that the NPS pursue a law enforcement equivalent to FIREPRO (LAWPRO?), and WASO Ranger Activities will be looking into this possibility. Lots of staff work and risk analyses will have to be done before this ever becomes a reality.

• Seasonal issues — Seasonal recruitment and retention issues were reexamined, but there were few new answers. The biggest roadblock seems to be the Service's in-

sistence on allowing applicants to apply to only two parks. While the number of law enforcement applicants seems to be decreasing only slightly, parks appear to have greater problems filling positions from central registers. More and more parks are resorting to issuing their own seasonal hiring announcements and canvassing the seasonal schools. The perception is that there may be sufficient seasonal applicants Servicewide, but matching up qualified applicants with vacant jobs isn't going very well. Perhaps it's more a distribution problem than a supply problem.

- Physical fitness standards — NPS-57 is out for review, and all basic students at FLETC will have to pass the PEB prior to graduation or be sent home. The regional representatives unanimously endorsed the recommendation that parks nominating students to the 9PT program who subsequently fail the PEB should not be reimbursed travel costs for sending the student to FLETC.

- FBI magazine — This didn't come up in the January meeting, but it's something worth knowing. The *FBI Law Enforcement Bulletin* is now available via a computer dial-up service. IBM-compatible users can call up the current issue by dialing 916-392-4640. Modems should be set at eight databits, one stopbit, no parity. There is no user cost other than the phone line



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

Executive Travel of Fort Myers, Florida, has worked out an arrangement with ANPR whereby it will arrange the travel of Association members (and anyone else who supports the organization) and then return 30 percent of the commission it receives to the Association.

Reservations may be made by calling locally in Florida 939-5567 or by calling 1-800-237-6735 in the rest of the United States. Once you've reached them, simply arrange your travel as you would with any other travel agency and *specify the account as "ANPR"*.

charge, and all criminal justice practitioners or related professionals are authorized access.

Bill Supernaugh  
NPS/FLETC

## Emergency Services

- Training — There are a number of SAR and EMS courses coming up in the next few months that you may be interested in attending. For further information on those being offered by NASAR, contact NASAR Headquarters, P.O. Box 3709, Fairfax, VA 22038 (703-352-1349):

- \* April 2-4 — Incident Commander: SAR, Santa Barbara, CA. Sponsored by NASAR.

- \* April 4-7 — Basic and Instructor Water Rescue Preparedness, New Orleans, LA. Sponsored by NASAR.

- \* April 8-13 — Wilderness EMT (EMT-W), Fairbanks, AK. For further information, contact Dave Akin, Interior Region EMS Council, 1881 Marika Street, Fairbanks, AK 99709 (907-456-3978).

- \* April 11-14 — Basic and Instructor Water Rescue Preparedness, Dallas, TX. Sponsored by NASAR.

- \* April 12-14 — Managing the Search Function, Salem, OR. Sponsored by NASAR.

- \* April 13-14 — Wilderness EMT (EMT-W), Ouray, CO. For further information, contact Mike Fox at 303-626-5407.

- \* April 13-14, 20-21 — Managing the Search Function. The course is being offered by the Colorado SAR Board and Teller County SAR and will cost \$95. For more information, contact Charlene Barnes, Teller County SAR, P.O. Box 669, Woodland Park, CO 80866 (719-687-1807).

- \* April 19-21 — Fundamentals of SAR, Kansas City, MO. Sponsored by NASAR.

- \* April 22-26 — EMT/Tactical Support and EMT/Survival, Bethesda, MD. These courses are being offered by the DOD Uniformed Services University and the U.S. Park Police. The 50-hour session is designed for EMTs and paramedics who support tactical teams and respond to violence calls. It will include field exercises. The program is approved for 16 hours of section II continuing education credit from the National Registry of EMTs. Course fee is \$95. For more information, contact Casualty Care Research Center, Department of Military Medicine, USUHS, 4301 Jones Bridge Road, Bethesda, MD 20814-4799 (301-295-6263).

- \* April 27-28 — Wilderness EMT (EMT-W) Ouray, CO. For further information, contact Mike Fox at 303-626-5407.

- \* May 2-5 — Basic and Instructor Water Rescue Preparedness, Minneapolis, MN. Sponsored by NASAR.

- \* May 3-6 — Fundamentals of SAR and Instructor, Anchorage, AK. Sponsored by NASAR.

- \* May 11-12 — Wilderness EMT (EMT-W), Ouray, CO. For further information, contact Mike Fox at 303-626-5407.

- \* May 25-27 — Incident Commander: Emergency Reponse, Winston-Salem, NC. Sponsored by NASAR.

- \* May 25-27 — Planning Section Chief: SAR, Winston-Salem, NC. Sponsored by NASAR.

- \* May 29-June 1 — Response '91: NASAR's 20th Annual Conference, Winston-Salem, NC.

- \* June 3-7 — EMT/Tactical Support and EMT/Survival — See above for details.

- \* June 6-9 — Basic and Instructor Water Rescue Preparedness, Augusta, ME. Sponsored by NASAR.

- \* June 21-23 — Managing the Search Function, Helena, MT. Sponsored by NASAR.

- \* June 21-23 — Fundamentals of SAR, Grand Rapids, MI. Sponsored by NASAR.

- \* June 21-23 — Planning Section Chief: SAR, Reno, NV. Sponsored by NASAR.

- New book — There's a new book out entitled *Mountain Searches: Effectiveness of Helicopters* by John Bownds, Anita Harlan, David Lovelock, and Charles McHugh. The book details the research which has been conducted to measure the effectiveness of Air Force rescue crews searching for lost persons in rugged mountain environment. It's available from the NASAR bookstores.

- ASTM conference — ASTM's F32 Committee on standards for search and rescue met in October and will meet again on May 4-5 in Atlantic City, New Jersey. They are working on draft standards for equipment, management, training, education, rescue operations, terminology and communications. For more information, contact Peggy Loughran, ASTM, 1916 Race Street, Philadelphia, PA 19103 (215-299-5560).

Bill Pierce  
Devils Tower

## Board Member Reports

### President

President Rick Gale, Branch of Fire Management, Boise. Address: 4074 S. Iriondo Way, Boise, ID 83706. Phone: (208) 343-2412 (home) and (208) 334-9541 (work).

Rick's report appears on page three. His address is listed here for your information.

### Western Vice President

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

Congratulations to newly elected and re-elected officers! The enthusiasm shown by members willing to run for office is gratifying.

As of the first full pay period in January, GS and GM employees working in the Los Angeles, San Francisco and Boston areas received an 8 percent cost of living pay increase. This is in addition to the 4.1 percent government-wide classified pay increase effective the same date. The 8 percent applies to the "high three" for retirement purposes.

Speaking as an employee and as a manager who has to live, recruit and retain employees in a high-rate geographic area, this is a significant boost to morale and a major tool for improved position management. Many people worked hard to achieve this pay increase but ANPR members can feel proud that their organization, through the "Endangered Ranger" issue of *Ranger* and through direct member effort in Congressional briefings and other work, made a major contribution to the ranger profession and the entire federal workforce. Thanks to all of you who got involved. More work is needed, but we've made a start.

### Eastern Vice President

Vice President Hal Grovert, Delaware Water Gap. Address: RD 6, Box 6136, East Stroudsburg, PA 18301. Phone: (717) 588-2435 (work) and (717) 424-7085 (home).

Since the Rendezvous we have elected several new regional representatives. We were well served by those who went off of the Board, and I personally thank each and every one of you for all of your efforts. I have spoken to all of the new representatives that I work with, and all are enthusiastic and willing to work hard to accomplish the business of the Association. We are in the process of replacing Bruce McKeeman on the finance committee. That should be accomplished shortly. Preliminary planning is under way to hold an area Rendezvous at Ocean City, Maryland, in March 1992, primarily geared towards the Mid-Atlantic and

National Capital Regions. Contact Brion Fitzgerald, the Mid-Atlantic regional representative, if you want to help.

### Secretary/Treasurer

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

### Business Manager

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

Every year about this time, I look over the membership list, intent on filling in blanks and uncovering inaccuracies. ANPR's membership list furnishes details intended to maintain a connection between the reps and their constituency. However, it is impossible to assign a park to those who do not provide updated information when they change their addresses.

As our members move, one of three scenarios generally takes shape. If a member has the foresight to inform me of an impending move, I can maintain a current address in the system. The postal service seems unable to deliver mail without a correct address, and it shares my gratitude. Of course, there are times when the post office learns this privileged information before I do. It shares with me, but only after I have paid \$.30 for the favor. The third scenario occurs when no one has a clue as to a member's whereabouts.

In most of the above examples the 'park' data on the membership lists becomes a victim of neglect. When this happens, I have a few choices. Sometimes the address contains the name of the park, such as Grand Canyon, Yellowstone or Denali. The problem then resolves itself. If an address does not provide a clue, I could get out an atlas and put my cartographic skills to work. My next option, and the one I prefer, is to mail a member list to the reps and let them play sleuth! After all, they supposedly know these things. Often park information will be supplied when members pay their annual dues. Realize that this lag time does not lend itself to up-to-date recordkeeping. Without annual contact, such as occurs with life members, cooperation is an even greater necessity.

I bring this to your attention with a plea. *Before* the next move, please, please, drop me one of the post office's handy little cards printed for this reason. While you are jotting down that new address, please include your park's four letter code. I thank you and your reps thank you!

### North Atlantic Regional Rep

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

Many thanks to all of you who expressed your confidence in me by choosing me to be your regional representative. Together, we can accomplish a great deal to better our profession. I have already talked to or corresponded with a number of you to determine what ranger issue is of greatest concern throughout the NAR, and also how we can best increase NAR membership in ANPR. If I have not already contacted you, feel free to contact me by phone or through the mail. I will also be present at the following conferences or courses during the spring. Please speak to me if you are also attending: Intermediate Fire Behavior (S-390) February 12-14 in Montpelier, VT; the Chief Interpreter's Conference, March 11-15 at CACO; NARO 75th Anniversary Lecture Series, April 3 at NARO; the Chief Ranger's Conference, April 8-12 at CACO; Fee Supervisor Workshop, date undetermined, to be held at SPAR; and Basic Wildlife Firefighting (S-190), time and location undetermined.

To help with communication, future issues and activities in this region and elsewhere, I am interested in developing a cadre of active park representatives. I have developed a basic position description for park reps. If you would like to comment on the draft PD or, better yet, if you are interested in being a park rep, contact me.

By assessing issues, improving communication and increasing numbers I believe NAR viewpoints can be strongly and intelligently voiced. I also believe that all of us working together can reinvigorate and stimulate others to become more active in the organization. This, in turn, should help our profession materially and spiritually which is, after all, the purpose of ANPR.

### Mid-Atlantic Regional Rep

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

Numerous work trips to the regional office to evaluate 20-year retirement packages, reserve drills, and a recent all-risk management team callout have kept me running. Although I've now got a "for rent" sign on my office door, a benefit of the MARO trips has been the opportunity to meet with Roberta D'Amico, Patty Dienna, and Hal Grovert on a number of ANPR related issues.

Each of us has had the opportunity to review the work Roberta has done on the 75th Anniversary poster. I want to thank her for taking the lead on this important project.

*Continued on page 28*

## Rendezvous XV At The Beach

The Atlantic seaboard will be host to Rendezvous XV, which will be held between Friday, November 8th, and Tuesday, November 12th, at the Myrtle Beach Hilton. The Rendezvous site coordinator is Bill Supernaugh from FLETC; the program chair is Rob Arnberger of Big Bend.

The Hilton is saving us a block of 100 rooms. The room rate will be \$41 per night plus tax, single or double occupancy. Advanced registration, which requires one night's deposit, can be made by calling the Hilton at 1-800-248-9228. There will also be a registration form and more information on the accommodations in the summer issue of *Ranger*.

Myrtle Beach is the hub of the "Grand Strand," a strip of smooth white sandy beaches which stretch for 60 miles from the North Carolina border south to Georgetown. The Strand is bordered on the west by the Intracoastal Waterway and the Atlantic Ocean on the east. Myrtle Beach combines ocean vistas with the charm of the old south.

Principal roads to Myrtle Beach are U.S. route 17 and 501, and SC 9 from I-95 or I-20. Myrtle Beach Jet Port, which is located approximately four miles south of the Hilton, is a modern terminal with automobile rental agencies, taxis and limousine services. Airline service is offered through USAir, Eastern Atlantic Express, Atlantic Southeast, American and American Eagle Airlines. Private aircraft can also utilize The Grand Strand Airport in North Myrtle Beach. Avis, Budget, Enterprise, National, and Thrifty car rentals all have outlets at the Jet Port. Amtrak service is available through a terminal in Florence, S.C., connecting with busses for the 70-mile trip to Myrtle Beach. And there's always the Intracoastal Waterway for you sailors. Once at Myrtle Beach, Coastal Rapid Public Transit Authority (CRPTA) provides regularly scheduled service throughout the Strand.

Irene Smith, agency manager at Executive Travel, tells us that American Airlines has been selected as the "airline of choice" for the Rendezvous. Tickets can therefore be obtained at a five percent discount from the lowest applicable fare employed when a ticket is purchased in advance and/or includes a Saturday night layover. Reservations can be made by calling Executive Travel at 1-800-237-6735, or by calling American's convention desk directly at 1-800-433-1790 (refer to STAR FILE #S01N078). Hertz will be the car rental agency offering ANPR members convention discounts. Remember, ANPR receives funding from any travel arrangements made through Executive Travel at any time, not just for the Rendezvous or for ANPR members. Remember to include Executive Travel in your summer vacation planning!



*Myrtle Beach, South Carolina, site of this year's Rendezvous.*

It's no wonder Myrtle Beach is called the "Sun-Fun Capital." The recreational opportunities are virtually unlimited. Myrtle Beach has more than 65 18-hole golf courses, including the Pine Lakes International Country Club, a local landmark built in 1927. There are shopping facilities, dinner theaters, dinner cruises, 150 tennis courts, and a nightclub circuit. Amusements include the Myrtle Beach Pavilion Amusement Park, the Dixie Jubilee, the Carolina Opry, waterslides, miniature golf, glider rides, bumper boats, bingo, and arcades. Attractions include South Carolina's Hall of Fame (honoring the citizens of the state), the Ferlin Husky Museum, Waccatee Zoo, Christmas Elegance Park (where Christmas occurs 364 days of the year), art exhibits, concerts and historical riverboat tours.

The closest NPS units to Myrtle Beach are Fort Sumter National Monument (about 94 miles south), Congaree Swamp National Monument (about 140 miles west), and Moores Creek National Military Park (about 100 miles north).

We will again overlap with the annual meeting of the Association of National Park Service Maintenance Employees. Rob is still looking for workshop topics, keynote speakers, and organized activities for this year's Rendezvous. The theme for the joint Rendezvous is "Shared Visions for the Future." With that theme, Rob's looking for more workshop ideas related to interpretation and resource management and "skills" rather than "updates." You can write to him at Big Bend National Park, TX, 79834 or give him a call (915/477-2251).

Bill is looking for anyone with an idea for the official Rendezvous T-shirt and for those interested in continuing the Fellowship Pistol Match or Kowski Golf Tournament. Bill can be reached at 912/267-2246 or by writing FLETC, National Park Service, Building 64 Room 213, Glynco, GA 31524. Please get your ideas to them before the busy summer season begins.

Start looking for and storing those raffle prizes. Now's the time to begin your arts and crafts projects for the raffle!

Eileen Salenik is working to expand the number of Rendezvous exhibitors. We receive many of our raffle prizes and a good deal of support for the Rendezvous from our exhibitors. If you attended the Las Vegas exhibitors' social, you saw a sample of their generosity. If you have any suggestions for exhibitors, contact Eileen ASAP at 208/343-2412 (evenings) or 4074 South Iriondo, Boise, ID 83706.

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

Jeff Ohlfs  
Joshua Tree

We also discussed two other items of mutual interest to MAR members: the need to find a replacement for Bruce McKeeman on the finance committee (Patty is still looking for a volunteer), and the scheduling of a regional rendezvous in late winter/early spring of 1992. Since I volunteered to be the site coordinator, we decided on Ocean City, Maryland, as the location. Although we are more than a year away (March or April), I am looking for a volunteer to serve as program coordinator. As you know, the Pacific Northwest Region is hosting a rendezvous in March. I would like our program coordinator to contact Barb Maynes soon after the Pacific Northwest rendezvous to discuss their planning successes. Deciding on a program coordinator now would provide ample time to solicit suggestions from the membership on program topics.

Now, having said that, I am beginning to wonder if our successes with Rendezvous are contributing to the lack of general membership participation in ANPR business. Could it be that the Rendezvous are such focal points that we lose sight of, and interest in ANPR affairs in between them?

As mentioned in the winter edition of *Ranger*, I think one way to increase participation in ANPR business is first to get involvement in ANPR social events at the park (or combined park) level. With this in mind I have sent a letter to each park representative, asking reps to use their imagination in coordinating at least one social event per quarter. This can serve as an opportunity for ANPR members to discuss current issues for non-members to learn a little about the Association. At Assateague we plan an evening slide show/dessert party in February. We hope to invite the park employees' association and increase interest as a result.

### National Capital Regional Rep

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

Thanks to all of you who voted for me. I appreciate your support, and hope to be the best representative I can be. But that representation will require good communication among us. I'm working on opening those channels of communication by talking to park reps and getting reps for those areas that need them. Talk to your park rep. Together, we can come up with the best way to get information from the Board out to the folks in the field and vice versa.

One exciting, small victory for park rangers is the recent establishment of locality pay in the metro-D.C. area for GS-025, levels 2 through 5. Well deserved and long overdue, this pay hike was effective January

13 — definitely a step in the right direction.

I challenge each of you to become involved. If you have questions, concerns or ideas, please call me. At the very least, I hope that each and every member can bring one new member into the organization. Become an enthusiastic recruiter for ANPR!

### Southeast Regional Rep

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

### Midwest Regional Rep

Representative Carl Douhan, Indiana Dunes. Address: 1802 McCord Road, Valparaiso, IN 46383.

### Rocky Mountain Regional Rep

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

I'd like to say welcome aboard to the newly elected regional reps and thanks for a job well done to all departing board members. Keep in touch and pass along any newsworthy items of ANPR interest from your regions.

There are a couple of items of unfinished business I would like to bring to your attention. It appears our 20-year retirement lawsuit is about to move into oral arguments. The continuation of the suit is in jeopardy due to diminishing funds. If the suit is to continue, additional funds must be raised. Contributions will be gladly accepted. Along the same lines, I would like to mention the Ranger Museum, which is scheduled to open in August during the NPS 75th Anniversary year. This project has been suffering from a lack of funds for some time. I am sure everyone has heard the pleas for donations. Let's dig into some of that fire overtime and see the project completed.

We have been able to resume periodic news updates between issues of *Ranger* which will be mailed to all board members. In an effort to disseminate this information to the membership, I will compile it and any other ANPR items in an *RMR ANPR News Flash* which I will send to one member in each regional park. I will ask that member to distribute the information to other members in his/her park. This will cut down on multiple mailings to the same parks, which in turn will cut mailing and printing costs, allowing me to stay within our allotted regional rep budget. By the time you receive this issue of *Ranger* we should be well into this information exchange. If this system is not working or if some of you are in special situations requiring that you be sent your own copy, let me know.

I would like to encourage any regional members to contact me if you have items of

concern or just want to talk ANPR. I was elected to work for and represent the Rocky Mountain Region on the ANPR board for the next two years. Let me know what you, as members, expect.

### Southwest Regional Rep

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

By the time this issue of *Ranger* comes out, Southwest Region of ANPR should have a good start in completing the "Towards 1993" objectives that I mentioned in the winter issue. Thanks to all of you who are supporting this project.

I have also been focusing on recruitment this year. Each park area has received a stack of the new ANPR brochures. While instructing NPS law enforcement classes in Gallup, NM, I've given each class member a copy of *Ranger* and a healthy dose of ANPR virtues. I also intend to recruit from a large and varied group while attending the NPS Women's Conference in New Orleans from April 2-4.

### West Regional Rep

Representative Dan Mason, Sequoia. Address: Ash Mountain, Box 63, Three Rivers, CA 93271. Phone: (209) 592-9493 and (209) 565-3341 ext. 711 (work).

Many members in 1991 expressed an interest in a Western Regional mini-rendezvous during the Western Regional caucus at Las Vegas. If you're interested in a 1991 mini-rendezvous, I need to hear your thoughts and ideas A.S.A.P.

I would like to solicit input from those regions that have already conducted mini-rendezvous. Your organizational ideas would be appreciated.

It's important that we keep alive the ANPR membership recruiting program. It's also important to continue to share the productive stories and positive labors of ANPR with others. It's your support that has made ANPR a success. Keep up the good work.

If you should have any information, concerns, and/or ideas that could be shared in future issues of *Ranger*, please let me know.

### Pacific Northwest Regional Rep

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

The mini-rendezvous scheduled for March 9 and 10 in Van Couver had to be cancelled because of insufficient time to properly plan the event. It will be rescheduled for the fall.

## Alaska Regional Rep

Representative Rick Mossman, Wrangell-St. Elias. Address: P.O. Box 137, Yakutat, AK 99689.

Jeff Karraker writes:

I didn't pad the ballot box enough and now I have several last minute chores to attend to before I turn over the reins to Rick Mossman, our new ANPR representative.

Alaskan members and park representatives have been asked to send a new ANPR brochure and a copy of the new insurance plan to all prospective seasonals.

The meeting on December 12, 1990, was another great success. Twenty-four members showed up and, as usual, it was fun but intense. We talked at length about the idea of adopting one of the "Towards 93" goals and seeing it through to completion. If you have read Rick Gale's message in the latest *Ranger*, you know his concern for the program. We ended up selecting two from Objective One:

5. Develop an initiative to enhance seasonal recruitment efforts.

An ANPR handout for seasonals which addresses working and living conditions, address exchanges for car pooling, exit interviews to find out concerns, info on staff background. The committee consists of Linda Toms, John Morris, Roger Siglin, Dave Patterson, Leigh Selig, Patty Brown.

11. Develop tangible means for recognizing seasonals for extended service.

Recognition, awards, training, mentoring. The committee consists of Bruce Collins, Rose Chilcoat and Ed Kootuk.

Members at the meeting were asked to continue to assist with the funding for the ranger museum to help keep it "ours". The response was very gratifying. The following gave a dollar for every year in the Service: Linda Toms \$25, Micki Hellickson \$19, Jean Swearingen \$30, Rose Chilcoat \$11, Hoofie \$23, Roger Siglin \$26, Bob Gerhard \$10, Bruce Collins \$25. In addition, Ray Bane donated extra snack money from the superintendents' conference. Some of these people are older than dirt! Anyway, we collected \$203 for the museum.

I have thoroughly enjoyed being the Alaska representative for the last few years. The Alaska membership is dedicated to all that ANPR is and should be. They have been extremely generous during my fund raising forays. We also had some good parties. I want to thank the park and regional reps, who responded when I called for help; the Board who overlooked my snow delayed arrivals: Mack Shaver, Debbie Gorman and Bill Halainen for many reasons. I hope we will be able to work together again.

\* \* \* \* \*

*Continued on page 31*

## Committee Reports

### Dual Careers

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

Co-chair: Rick Jones, El Malpais. Address: 604 Gunnison Avenue, Grants NM 87020.

Greetings from Rick, Cindy and Barb. Here's a random list of ideas and questions generated at the Rendezvous.

- Current concerns — For information on retirement planning, look into relocation services as they apply to career placement services. Do we need a new issue of the dual career directory? Would a list of supervisors and places supporting dual careers be a more useful resource? How about a collection of good reasons for hiring dual career couples? Could (should) this be done as a position letter from ANPR? Can (should) we work to change NPS policy to give more teeth to the internal help given dual career couples? Should we promote more day care facilities on site? Should we advocate parental leave? Could some type of clearing house bring together resources addressing many of the above items? Rick, Cindy and I are already resources, but I'm sure there are others. Contact us if you are willing to work on one of the above issues.

- News from the front — We're hearing more from upper NPS levels about how hard it is to fill certain jobs. Perhaps more folks will realize that supporting the employee's family is a good way to encourage greater job competition.

- Another angle — Are you bound by required occupancy rules that make it difficult to support a second career or your children's education? Look at the housing plan and the required occupancy needs for your park. Are these documents current and valid? Are there other ways to meet the needs of the park and public? Can different positions be designated for required occupancy: for instance, a motor vehicle operator able to respond with snow plow or fire truck to a particular emergency? Note, too, if you are writing such a plan, leave yourself open to modify it later. "The specific positions may be changed as park and employee needs change" is a statement to include.

### Finance

Chair: Patti Dienna, MARO. Address: 143 S. Third Street, Philadelphia, PA 19106. Phone: (215) 597-6850 (work) and (215) 296-8334 (home).

### Housing

Chair: Tom Cherry, Cuyahoga. Address: 449 Wyoga Lake Blvd., Stow, OH 44224. Phone: (216) 929-4995 (home) and (216) 657-2793.

### Internal Controls

Chair: Dick Ring, Delaware Water Gap. Address: Route 6, B6130, East Stroudsburg, PA 18301.

### Marketing

Chair: Tessa Shirakawa, Alaska Regional Office. Address: 4210 Resurrection Drive, Anchorage, AK 99504.

### Recruitment

Chair: Scot McElveen, Pictured Rocks. Address: P.O. Box 395, Grand Marais, MI 49839. Phone: (906) 494-2669 (work).

### Rendezvous Site Selection

Chair: Bill Wade, Shenandoah. Address: 3041 Mountain Heights Road, Front Royal, VA 22630. Phone: (703) 999-2243 (work); (703) 635-8809 (home).

ANPR has signed a contract with the Myrtle Beach Hilton for the Rendezvous this fall. The Association of NPS Maintenance Employees (ANPME) will begin their meeting on November 7th and run through November 10th; we'll begin our meeting on the afternoon of November 8th and conclude on the 12th. Coordination between ANPR and ANPME has already begun on exhibits, activities and programs. Rob Arnberger is our program coordinator, and Bill Supernaugh has been appointed site coordinator. Bill will be assisted by Scot McElveen, who grew up in Myrtle Beach.

We're still awaiting a final proposal from the Sheraton in Spokane for the Rendezvous in 1992. If the details can be worked out, that location will be selected.

A correction: The 1994 Rendezvous will be at the Tamarron Resort near Durango, not the Tamarind, as reported in the fall *Ranger*.

### Revenue Enhancement

Chair: Bryan Swift, Saguaro. Address: 7310 Camino Mirlo, Tucson, AZ 85747.

### Seasonal Interests

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

### 75th Anniversary

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

### Training

Chair: Laurie Coughlan, Eisenhower/Gettysburg. Address: P.O. Box 3342, Gettysburg, PA 17325. Phone: (717) 334-0716 (home) and (717) 334-1124 (work).

## Twenty-Year Retirement

Chair: Mark Harvey, Lincoln Boyhood. Address: P.O. Box 51, Lincoln City, IN 47552. Phone: (812) 937-4541 (work, Friday-Tuesday) and (812) 937-2841 (home).

As of press time in March, ANPR was still waiting for Judge Norma Johnson, U.S. District Court for the District of Columbia, to set the date for oral arguments in our twenty-year retirement suit against OPM. President Gale informs us that we have just about exhausted the funds dedicated to the suit, which is funded by contributions from affected persons, not from ANPR's operating funds. We need those who pledged but have not yet contributed dollars to follow through and do so. If you stand to benefit from this suit's successful outcome, then ANPR needs your support. Read Kevin Kacer's letter in the last issue of *Ranger* if you're looking for a persuasive argument for making a contribution.

The WASO Branch of Labor and Employee Relations provided the following information on the adjudication of twenty-year retirement claims as of January:

- All regions are still reviewing claims, with no region having reviewed all claims. Though some regions have most claims, others received a larger number and are not as far along.
- By last December, WASO had received about 60 claims from the regions. During the week of December 11-14, a WASO review panel convened to review them. Members of regional review panels came to Washington for this purpose. After WASO review, some of the claims were referred back to the regions for further review (claimants may be requested to provide additional information for these claims). The majority of the claims, however, went to DOI with the NPS recommendations for approval or denial. WASO will convene additional review panels as needed when claims are received from the regions. This process will continue until all claims have been reviewed and sent on to DOI.
- Claims will be reviewed again at the DOI level, then sent to OPM with a recommendation for approval or denial. The DOI recommendation to OPM is the official recommendation, which may or may not be the same as the NPS recommendation, though DOI will probably rely heavily on the NPS recommendation. Lastly, OPM will review all claims before making a final decision. No one knows how long this process might take. Since OPM processes claims from *all* federal agencies, and since they are understaffed, it may take a long time to reach a final determination for all claims.

Effective on December 5, 1990, 5 CFR Part 831 was amended to read as follows: *Primary duties* means those duties of a position that (a) are paramount to influence or weight; that is, constitute the basic reasons

for the existence of the position; (b) occupy a substantial portion of the individual's working time over a typical work cycle; and (c) are assigned on a regular and recurring basis. Duties that are of an emergency, incidental, or temporary nature cannot be considered 'primary' even if they meet the substantial portion of time criterion. In general, if an employee spends an average of at least 50 percent of his or her time performing a duty or group of duties, they are his or her primary duties.

Of interest are the following comments taken from the *Federal Register*, Vol. 55, No. 234, December 5, 1990 which discuss the rule change:

- The commenters apparently believe that the regulatory change would establish a requirement that to meet the "primary duties" definition, law enforcement officer or fire fighter duties must in all cases occupy at least 50 percent of an employee's time. This is not the case. The 50 percent standard is merely an optional substitute standard. It does not supplant the regular definitional requirements. It simply means that those requirements generally can be deemed by OPM to be met if the 50 percent-of-the-time standard is satisfied. In other words, duties which occupy 50 percent of an employee's time are generally deemed to be his or her primary (paramount) duties without the need for further evidence of support. In our experience, a position that does not meet the 50 percent standard will almost always fail to satisfy the paramount duties standard.
- The law . . . does not address the idea of granting special retirement coverage for employees in hybrid positions combining both law enforcement officer and firefighter duties. At present we are not aware of any position not already qualifying solely as a law enforcement officer or firefighter position that would be qualifying as a hybrid position.

## Retirement

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

ANPR needs to do more to inform its members about financial and estate planning. This committee has been established to do just that.

I have close relatives who are employees of the NPS, and I have observed that retirement is the furthest thing from their minds at this point. I firmly believe that ANPR should make retirement planning an important issue, just like some of the other great causes that ANPR has been so successful in addressing. Unlike 20-year retirement, low pay and poor housing, retirement planning is something employees can do to take charge of their own destinies. With a basic background in money matters and a lot of self-discipline, most people can enter retire-

ment with some assurance of living out their latter years in relative comfort.

The following short questionnaire was prepared by the Institute of Certified Financial Planners and lifted from the *Denver Post*. I encourage you to take it and see how you come out. We'll be talking about other retirement matters in future issues.

\* \* \* \* \*

The following brief quiz, prepared by the Institute of Certified Financial Planners, tests your knowledge about retirement planning options:

1. What percentage of your pre-retirement income do you think you'll need to live comfortably during retirement?  
A. 50% B. 60% C. 70-80% D. 90%.
2. At what age should you begin to save seriously for retirement?  
A. 30 B. 40 C. 50 D. As soon as you begin working.
3. If you retire at age 62, your monthly Social Security payment will be about what percent less than if you retire at age 65?  
A. 10 % B. 15% C. 20% D. 25%.
4. If you put \$2,000 into an Individual Retirement Account (IRA) each year for 25 years, at 10 percent interest compounded annually, the account will be worth approximately what amount at the end of 25 years?  
A. \$75,000 B. \$110,000 C. \$175,000 D. \$215,000.
5. Employer-sponsored benefit plans, such as 401(k)s, FERS Thrift Savings, 403(b)s and Keogh Plans, allow employees to build up retirement savings tax-deferred.  
A. True B. False.
6. Long-term health care insurance is no longer needed because the Medicare Catastrophic Coverage Act will pay for long-term nursing care.  
A. True. B. False.
7. To save \$1 million toward retirement, a 25-year-old needs to save how much money a month, at a 12 percent interest rate tax-deferred, until age 65?  
A. \$85 B. \$115 C. \$200 D. \$325.
8. For the average retiree, Social Security provides what percentage of the individual retirement income?  
A. 44% B. 51% C. 63% D. 74%.
9. What factor needs to be taken into account when planning for retirement?  
A. Inflation B. Social Security  
C. Future expenses  
D. Pension Plans E. All of the above.

Answers

1C, 2D, 3C, 4D, 5A, 6B, 7A, 8A, 9E.

**Image continued**

we are selling our birthright for a mess of reportage.

You know, rangers really are symbols of authority and objects of respect. For those of you who haven't heard, the California Highway Patrol has recently adopted our flat hat. The commissioner of the CHP endorsed the "classic gear" after a year-long trial and a poll which showed that 73 percent of officers said they wanted to continue wearing the flat hats. Few officers liked the old style caps, of which one officer said, "I just don't think it's a professional-looking hat. The Smokey hat looks more 'highway patrolmanish.'"

This is particularly interesting in view of the fact that many of our protection rangers resist wearing that same symbol of authority. Let's face it, the CHP is capitalizing on our good reputation and public respect. If we are to keep this respect, we need to take pride in our jobs as a whole — emphasize to the press the importance of the multitude of duties we do, and do well, and refrain from making unprofessional state-

ments or presenting an unprofessional appearance.

The next time you drive a California highway, watch for the men or women in the flat hats — you'll see them wearing it with pride, and you won't hear them making inflammatory comments to reporters.

**Board continued**

Rick Mossman writes:

An ANPR meeting was held in conjunction with the annual Alaska regional law enforcement refresher in Anchorage on January 29, 1991. Approximately 34 people attended. Numerous ideas were discussed on a variety of subjects. The following people were added to the committee working on "Towards 93" Goal 5: Scott Taylor and Dave Wolfe. The following were added to the committee developing Goal 11: Rich Harris, Jeff Karraker, and Jeff Mow.

Another \$123 was collected for the ranger museum by requesting members to donate a dollar for each year of Service. The following donated money: Mike Sharp \$12, Rick Mossman \$14, Rich Harris \$19, Randy King \$15, Warren Rigby \$15, and Scott Taylor \$13, plus an anonymous \$53.

**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) \_\_\_\_\_

**Important Notice**

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

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

**Administrative Use**

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

Rec'd \$ \_\_\_\_\_ Check # \_\_\_\_\_

By: \_\_\_\_\_

To help even more, I am enclosing an extra contribution: \_\_\_\_\_ \$10 \_\_\_\_\_ \$25 \_\_\_\_\_ \$50 \_\_\_\_\_ \$100 \_\_\_\_\_ Other  
 Voluntary contribution to the Ranger Museum: \_\_\_\_\_

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

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

RANGER: SPRING 1991



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