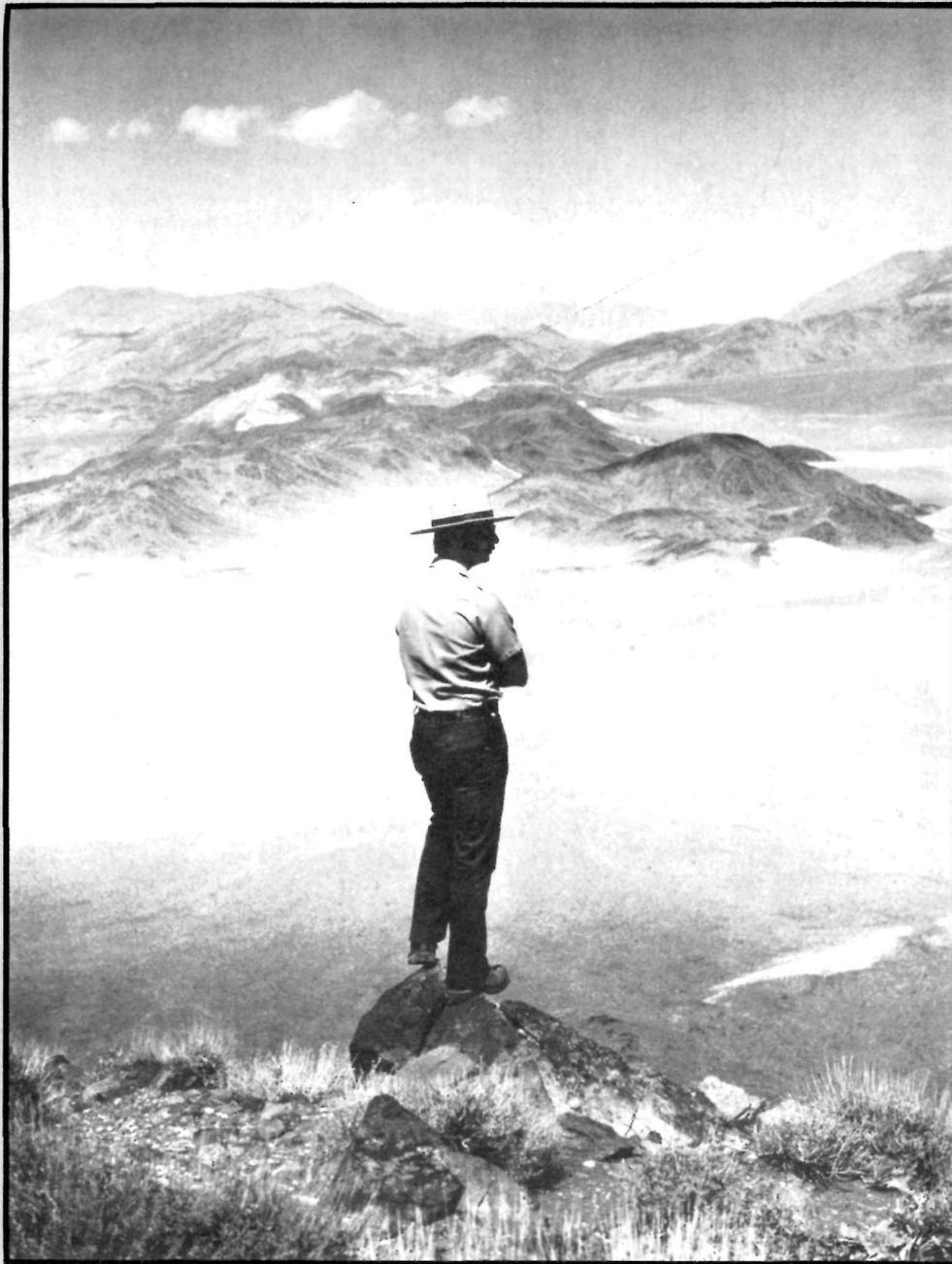


# RANGER

The Journal of the Association of National Park Rangers

Vol. VII, No. 3

Summer, 1991



The NPS at 75: Parks Under Siege



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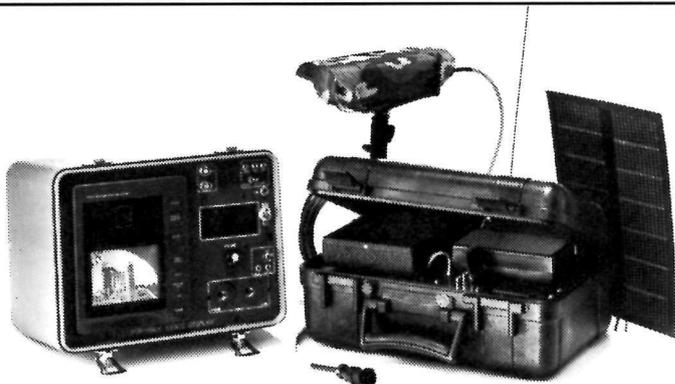
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Cover photo: Ranger looks out over Death Valley's desert floor and mountains. Photo by Dennis Burnett, Cape Cod.

# RANGER

The Journal of the Association of National Park Rangers

Vol. VII, No. 3 Summer, 1991

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

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

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

### Submissions

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

### Change of Address

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## President's Message

By now you have seen the two questionnaires which were included in the ballot for reorganization of the Board of Directors of ANPR. These two questionnaires are the first attempt by the Association to develop a strategic plan regarding National Park System issues so that we approach them in a proactive, systematic manner rather than from a reactive, shoot-from-the-hip mode.

I need to reiterate that the Association *does not* plan to become involved in issues which are the proper purview of the National Park Service. Rather, it is our intent to support the Service on issues where the advice of the professionals who interface daily on the ground level with the resources and the public who impact those resources should also be heard. I would hope there is not an Association member who would support the idea of the Association of National Park Rangers running amok through the halls of the Congress with our own agenda. Again, I emphasize to ANPR members and others in the National Park Service that our role will be *complementary*, not *conflicting*, and certainly not from an isolated perspective.

Nor do I see this thrust toward more involvement with System issues as getting the Association into the lobbying process. We, as an Association, have an excellent track record with the agency, the Department and the Congress regarding our thoughtful comments on Service issues. I suggest we need to capitalize on that respect with regard to that part of our organizational charter which supports the perpetuation of the National Park System.

Stated another way, the Association plans to support and articulate options which stress preservation and conservation of National Park System resources.

Elsewhere in this issue you will see Association comments on the first resource issue with which we have become involved — air quality in Shenandoah National Park. I urge you all to carefully read our comments and draw your own conclusions as to the appropriateness of our remarks and involvement.

Responses to the resources integrity questionnaire have been minimal to date. However, we have received several responses that depict resource degradation issues which may be appropriate for the Board of Directors to recommend ANPR involvement. You will be hearing more on this in the future.

In the interim, I encourage any Association member who is concerned or uncomfortable with this approach to System issues to contact anyone on the Board of Directors. It is far better that we resolve

everyone's concerns upfront than we have an undercurrent of complaint and contention about where the Association is headed.

The congressional liaison questionnaire is an outgrowth of the attempt to deal with resources and System issues in a more organized fashion. The goal of this questionnaire is to develop a data base so that we can more productively use our own resources to further ANPR programs. Again, focus on the positive aspects of this approach and contact a Board of Directors member if you have any concerns.

Given the above, I hope we begin to receive more input on both the resources integrity and congressional liaison questionnaires. As with virtually everything we do, we need member input and advice as to where this Association should be headed and what issues it should be concerned with. As always, your counsel and advice is critical to effective ANPR programs, goals and objectives.

On another note, the Association received a check for more than \$3,400 from the conference planning committee for the recent NPS women's conference in New Orleans, to be used to plan, design, construct and install an exhibit representing women in the National Park Service at the ranger museum in Yellowstone. In accepting this check, the Association committed itself to continuing the fundraising effort to make this exhibit a reality. Maureen Finnerty is heading this effort and will report on the progress of this exhibit at the Rendezvous.

The next few months are going to be busy, albeit exciting, for the Association. In addition to normal ANPR activities, we will be implementing the reorganization proposal which you overwhelmingly supported. And the various NPS 75th anniversary activities will have Association involvement. So this is an ideal time for every ANPR member to get involved — both in Association business and by recruiting at least one new member each by the close of this anniversary year.



## Association Actions

### Twenty-Year Retirement

Judge Norma Johnson of the United States District Court in the District of Columbia has ruled in favor of the Office of Personnel Management in the suit filed by the Association against OPM. The bottom line in Judge Johnson's opinion was essentially that OPM has the power to establish regulations regarding criteria for enhanced annuity retirement in any way that it sees fit as long as those administratively promulgated regulations are not contrary to statute.

The following paragraphs summarize the judge's comments and provide some excerpts from her memorandum opinion.

The judge began by establishing what proved to be a critical point in the review of the suit.

"If Congressional intent is clearly stated in the language or legislative history of [a] statute, the Court then looks to OPM's regulations to determine if they reflect that intent," she wrote. "If, however, the statute is 'silent or ambiguous with respect to the specific issue, the question for the court is whether the agency's answer is based on a permissible construction of the statute' . . . Where there is statutory silence or ambiguity, [t]he agency's construction, if reasonable, must ordinarily be honored."

ANPR contended that floor statements and Senate and House reports accompanying the relevant statute, 5 U.S.C. 8331, supported our argument that Congress favored a liberal construction of the statute and meant it to apply to *all* enforcement officers and firefighters. OPM argued that floor statements showed that the legislation was meant to apply only to a select group of officers. The court concluded that "neither the language in the statute nor the legislative history clearly answers the question of whether Congress intended to provide enhanced benefits for park rangers."

Accordingly, the court then looked to the regulations "to determine if they are based upon a permissible construction of the statute" and found that they were in keeping with the definition found therein. That regulation define an officer as a person whose duties "are *primarily* the investigation, apprehension and detention of individuals suspected or convicted of offenses against the criminal laws of the United States . . .", and defined a firefighter as an employee whose duties "are *primarily* to perform work directly connected with the control and extinguishment of fires or the maintenance and use of firefighting apparatus and equipment."

ANPR challenged OPM's definition of what constituted primary duties on a number of grounds. The Association held that OPM's rule that primary duties must occupy fifty percent or more of an employee's time unfairly excluded those who actively

worked in law enforcement or firefighting but did not meet that benchmark. The court found, however, that "the rule is not used in an exclusionary fashion, but rather is used to assist in the expeditious and efficient review of applications for enhanced benefits" and was accordingly permissible.

ANPR also argued that OPM should interpret primary "in a contextual, rather than arithmetical, manner", citing a prior appeals court ruling to that end. The court, however, held that OPM adhered to the principle established in that ruling because examiners analyze the time element along with other factors demonstrating applicants' duties.

The court gave similar latitude to OPM regulations interpreting the meaning of secondary duties and establishing criteria for acceptable transitions from primary to secondary duties.

The court denied ANPR's argument that OPM's evidentiary requirements for individual retirement claims — such as lists of arrests made or the names and dates of fires fought — were onerous, as well as our contention that prior court decisions require OPM to consider all relevant evidence in determining eligibility.

"In the case of an individual applicant, the employing agency must request that OPM make a determination and must provide OPM with an advisory opinion as to whether the employing agency believes the applicant's service qualifies for credit," the judge said. "[Regulations] require that the employing agency's submission include 'all evidence required under [regulation] for a determination of primary and secondary positions.' Thus, even in the case of individual applicants, the agency is responsible, in the end, for providing the 'mandatory evidentiary laundry list' that ANPR content is too burdensome for an individual applicant to provide."

After denying further ANPR contentions that OPM's time limitations for accepting claims for prior service was contrary to prior court rulings, the judge concluded that "there are no genuine issues of material fact in dispute" and granted OPM's motion for summary judgement.

While this decision is unfortunate, the filing of the suit itself nonetheless resulted in some significant concessions on the part of OPM which would *not* have occurred without the ANPR lawsuit. OPM, for example, would not have extended the original September 30, 1989 filing deadline for completely documented claims if the Association hadn't moved for a preliminary injunction against that date.

Much of the evidence now in the record will also aid in the determination of judicial claims, particularly in support of any claims — or portions thereof — which are denied and subsequently appealed. While we can not claim a total victory, our litigation will help members in the future.

ANPR is currently in arrears in the payment of expenses incurred in support of the litigation. Members who have pledged amounts but have not yet remitted funds need to do so as soon as possible so we can balance out the account.

### International Meeting

At Rick Gale's request, Bill Halainen, editor of *Ranger*, represented ANPR at the annual meeting of the Scottish Countryside Rangers' Association (SCRA) at Loch Lomond during the second week of May. Bob Reid, the president of SCRA, had specifically asked for a representative from ANPR, since one of the objectives of this year's meeting was to bring together rangers from different countries to talk about a world ranger gathering in the near future. A second objective was to bring international perspectives to the current debate on creating five national parks in Scotland, including one around Loch Lomond.

The meeting was a success on all counts. Attending were rangers from park systems in Scotland, Ireland, England, the United States, Holland, Denmark, Germany and Poland, and it was quickly evident that rangers everywhere have a good deal in common despite national differences. Issues ranging from law enforcement and search and rescue practices to political intervention in park matters were virtually identical in all countries.

On the evening of May 7th, Bill met with Bob Reid of SCRA and Gordon Miller of England's Association of Countryside Rangers (ACR) and laid plans for cooperative efforts among the three organizations and other national ranger groups now being established in Denmark, Ireland and elsewhere. They will be talking again later this summer and developing a written accord which will set the groundwork for future cooperative efforts, including an international meeting in September of 1994 in Poland near the joint Polish-Czech park (soon to be a Polish-Czech-Russian park) in the Tatra Mountains. Bob and Gordon were invited to attend and speak at our Rendezvous in Spokane in 1992; both have accepted the invitation.

Incidentally, SCRA and the Countryside Commission for Scotland picked up the full tab for the trip. No ANPR (or NPS) funds were expended.

### System Issues

ANPR has taken its first step in addressing National Park System resource issues by writing to a number of parties regarding the impacts of air pollution on the resources of Shenandoah, Blue Ridge Parkway and other parks in Virginia. Letters advocating further action or supporting current initiatives to curb pollution were sent to the Southern Environmental Law Center; Rep. Henry Waxman, Chairman of the

House Subcommittee on Health and the Environmental; Gov. Lawrence D. Wilder of the State of Virginia; and William Reilly, Administrator of EPA.

The text of the letter to Mr. Reilly, which was similar in content to the other letters, follows:

"The Association of National Park Rangers is a professional park ranger organization consisting of 1600 members who are vitally interested about issues that affect the integrity of the resources of the National Park System and the values for which its individual units were established.

"Currently, one of the most serious threats to the values of a unit of the System is that of the impacts of air pollution on the resources of Shenandoah National Park and the Blue Ridge Parkway in Virginia. This issue has been debated thoroughly for the past several months. The data is crystal clear. There can be little doubt in anyone's mind that there already exist significant impacts from air pollution to the resources, and not uncommonly to the health of humans, in these parks. The Virginia State Department of Air Pollution Control has publicly admitted that these impacts exist. And yet it continues to process applications and potentially to issue permits for power plants planned in Virginia numbering more than those planned in all other 49 states combined.

"The Environmental Protection Agency admits that the technological credibility of existing modelling is limited. Techniques do not yet exist, but are in the process of being developed, to more accurately model the short-term episodic impacts of stagnant air masses on the park and on the James River Face Wilderness Area in the Jefferson National Forest. With such models, the impacts of the added pollution expected from the proposed power plants in Virginia on these Class I areas can be better assessed.

"The Clean Air Act directs Federal land managers to 'demonstrate' to the Commonwealth's "satisfaction" that new air pollution sources would have an adverse impact on resources in those Class I areas. We believe the evidence before the Virginia Department of Air Pollution Control clearly demonstrates the likelihood of the new sources' contributions to the already serious air pollution effects at Shenandoah National Park.

"The Association of National Park Rangers joins the coalition of fifteen other state and national organizations, coordinated by the Southern Environmental Law Center, in asking you to take strong action to halt the increased impacts of air pollution on these important natural resources. We ask that you set, as the standard, a *no net increase* in pollution causing impacts on these areas. In the meantime, we ask that you require the Commonwealth of Virginia to suspend all air permits for power plants until a strategy for halting the impacts is devised."

Similar actions on other resource issues will be taken in the future. These will be in part contingent on the guidance which members provide through the questionnaires which were sent out with the re-organization ballot. Only a few replies have been received so far. Members should be encouraged to get them in ASAP.

### Law Enforcement and Protective Occupations Study

The Association has submitted comments to the Office of Personnel Management regarding the proposed federal law enforcement and protective occupations study. Here are the key points of our position:

- Classification and pay problems — The current classification system fails to recognize and properly classify law enforcement and protection positions in federal land management agencies. Current standards focus on traditional police and investigative law enforcement series which deal primarily with crimes against people, while rangers focus on protection of park natural and cultural resources.

"An employee filling [a] typical park ranger position must both *master* and *maintain* professional level skills in four or five 'occupations' as defined and recognized by OPM. These occupations, if individually filled in other agencies, would each be fairly classified as to the degree of expertise needed to master and maintain each grade level and would likely have a career ladder extending to at least the GS-12 level. When all these duties are performed by a park ranger, credit is given for only one of them."

- Law enforcement or protective series occupations — "All employees in the federal government with major duties which include all enforcement or protection duties must be included in these studies, regardless of the series under which they are presently classified." Rangers should be included.

- Adequacy of current classifications system for evaluating law enforcement and protective occupations — The current system is not adequate, as there are "no criteria for evaluating and grading positions which contain a variety of 'occupations', nor is there a means for accounting for the complexity of these positions. A park ranger is often expected to possess the ability to perform independently as a law enforcement officer, an emergency medical technician, a structural and wildland firefighter and a search and rescue specialist. The 025 series does not adequately describe this myriad of duties. . . ."

- Transferability of local and state government classification and pay systems to the federal government — Comparability of federal rangers to local and state rangers is difficult to determine because of variations in duties. Overall, however, rangers are at a disadvantage. "At present, the federal work

force is lacking in competitive salaries at the entry level in land management agencies and the pay gap is more evident at the journeyman level."

- Procedures to promote effective consultation with agencies, unions and employee organizations during the studies — Agencies should explain their classification systems and their rationales and bases in law. Rules or policies that are inhibiting agencies should be questioned. OPM should review sample positions which contain like duties from all agencies to assure consistency. "Employee organizations in all agencies, including those agencies not now covered by the law enforcement or protection definition, should be provided the opportunity to provide advice and counsel for inclusion in the proposed study."

### Reorganization

The restructuring of the board has been approved by the membership by a vote of 225 to 12. Accordingly, there will now be three vice presidents — one each for professional issues, special concerns (such as housing, pay and retirement), and communications and representation.

Rick has asked Hal Grovert and Mack Shaver to decide on which positions they would like to hold down and to recommend someone to fill the third vice presidency until elections can be held for those positions next winter.

### Rendezvous XVI

The final contract between ANPR and the Spokane Sheraton for Rendezvous XVI in 1992 has been signed. The Rendezvous will be held from Saturday, October 31 to Thursday, November 5. Kathy Jope has volunteered to be the site coordinator; Maureen Finnerty will be the program chair.

### Women's Exhibit at Ranger Museum

At the recent NPS women's conference in New Orleans, ANPR received 50 percent of the proceeds of the raffle and silent auction. The \$3,500 donation will be used to develop an exhibit depicting the contribution of women in the National Park Service and the National Park System which will be placed in the ranger museum in Yellowstone.

In accepting the donation on behalf of ANPR, Rick Gale pledged the Association to spearheading the fundraising necessary to see the exhibit through design, construction and installation. Maureen Finnerty will be the contact with Harper's Ferry Center on exhibit development.

*Continued on page 6*

## Legislative Actions

Dave Simon  
NPCA

As the heat of the Washington summer builds, so has legislative activity in Congress. The annual appropriations bill has moved toward the House floor, committee activity has increased, and Congress has begun to take action on the first of the 102nd session's public lands bills.

Park closures last October were followed by a budget agreement that imposed tight restrictions on spending. While prospects for dramatic NPS increases are remote, the NPS does continue to benefit from favorable Congressional feeling, stemming from broad public support for the NPS mission.

Congress noted this year that "the Administration is proposing a budget more appropriate to the needs of the park system . . . but the needs are substantially greater than the [administration's] budget requested." As the NPS appropriations bill went into its first draft (prior to Congressional add-ons), Congress had made the following recommendations (% change from FY 91): operation of the national park system — \$977 million (+11%); construction — \$140 million (-48%); land acquisition — \$125 million (+21%).

Concern still seems to be building about NPS personnel issues following last year's hearings on this subject. Stating its displeasure with the low-graded nature of the agency and administration preference for hiring at the GS-4/5 levels, the parks subcommittee declared that ". . . there is no reason employees should not be fully recognized for the complexity of their duties and the knowledge and skills necessary to perform their responsibilities . . . false economy results from having employees inadequately trained or compensated." However, enough money to truly address NPS personnel problems does not seem in sight.

The debate over a national energy strategy, which has dramatic implications for the national park system, is dominating conservation politics in the Senate. Four committees have jurisdiction in this area and there are many competing proposals, but Senator Johnston (D-LA) hopes to move his comprehensive energy bill (S.341) to the floor this summer. Prospects for any bill including higher fuel efficiency provisions are mixed. The fate of the coastal plain of the Arctic National Wildlife Refuge, which has been proposed for oil development, also hangs in the balance, with development interests still retaining the upper hand at this point.

Several park measures were close to becoming law as we went to press in June. On

a strong, bipartisan vote, the House and Senate overwhelmingly approved the Niobrara Scenic River Designation Act of 1991, which protects 105 miles of Nebraska's Niobrara River and 39 miles of the Missouri River and directs studies for a potential NPS national recreation area and national park. The bill is awaiting action by the President.

This bill was somewhat controversial, since the Niobrara is one of the first rivers to be protected that flows largely through private lands. The NPS is responsible for some management and recreational development, but language was included to limit (but not eliminate) NPS land acquisition and condemnation authority.

A bill to expand Saguaro National Monument by 3,540 acres has passed the Senate and is expected to pass the House very soon.

House and Senate subcommittees have also held hearings on bills to expand Ocmulgee National Monument, Monacacy National Battlefield, and Palo Alto National Battlefield.

A House bill reauthorizing the Federal Land Policy and Management Act (BLM's "Organic Act") also contains very important amendments that affect parks, and is ready for floor action. The bill gives BLM more direction to protect riparian areas, designate areas of critical environmental concern (ACECs) on BLM lands near other federal conservation units, and investigate the validity of old rights-of-way across public lands, some of which are causing management problems for the parks, particularly in Alaska and Utah.

Both the House and Senate have also begun hearings on measures to reform the 1872 Mining Law. Key elements of reform being pushed by NPCA include ending the patenting of mining claims, developing better assessments of environmental impacts on parks, and reclaiming the thousands of abandoned mine sites (many of which pose serious safety hazards) scattered throughout the parks.

Also of particular interest is the emergence of what is probably the next best chance for an NPS tallgrass prairie unit. In May, Rep. Dan Glickman (D-KN) introduced a bill for a 10,900-acre national monument comprised of one large ranch in the Flint Hills, the region where tallgrass proposals were considered in the 1970s.

For further information on any of these subjects, don't hesitate to contact me at NPCA, 1015 31st Street, N.W., Washington, D.C. 20007 (202-944-8530).

*Correction: In the last issue, we reported that Sen. Murkowski (R-AK) was the ranking minority member on the Energy and Natural Resources Committee. Sen. Murkowski is, however, the ranking minority member on the Public Lands, National Parks and Forests Subcommittee; Sen. Wallop (R-WY) is ranking minority member on the full committee.*

## Association Actions continued

### Managerial Grid Training

Many ANPR members will recall their participation in "managerial grid", a management training course once offered by the NPS. Those members and others who have heard about the course will be pleased to learn that the Association will be sponsoring managerial grid training sessions with the concurrence and support of the National Park Service.

Scientific Methods, the "owners" of managerial grid, have graciously agreed to recertify former grid instructors who are ANPR members at no cost to the Association. Ann Baugh, Rick Smith and Bill Wade will attend grid seminars this summer to become recertified as instructors, and will conduct courses sometime late this year.

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## All in the Family

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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.

We're also interested in reports of upcoming *social* gatherings or reunions of NPS employees. Please limit your entry to a few sentences and give the name, phone number and/or address of someone who can be contacted for further information.

### Family Notes

Jane Anderson has moved from her position as a GS-11 concession management analyst at George Washington Memorial Parkway to become the GS-11 site manager at Great Falls, also on the parkway.

Gary Breman (MACA, INDU) has gone from GS-5 seasonal park ranger (interpretation) at Biscayne to a seasonal position in the same series and grade at Indiana Dunes. Gary can be reached at 64 E. Dunes Highway, Chesterton, IN 46304 (219-926-9030).

Kim Coates (LIHO '87-'89, GECA '89-'90, GRCA '90-'91) was married last November to Pat Shroyer, a Mesa, Arizona, police officer, and left the Service in March to take a position as a police officer in Tempe, Arizona. Her new name and address: Kim Shroyer, 225 N. Gilbert Rd., #239, Mesa, AZ 85203.

Sally Crumley has taken a position as a permanent GS-4 law enforcement ranger at Cumberland Gap. Prior to her appointment, she was a seasonal enforcement ranger in the same park.

Bruce Edmonston, who was a GS-7 park ranger at Kings Canyon, is now the GS-9 chief ranger at Craters of the Moon. His new address: P.O. Box 29, Arco, ID 83213.

Loretta Farley and Augusto Conde have moved from Pennacles to Acadia. Loretta went from a GS-5 seasonal ranger position to become a GS-7 park ranger; her husband, Augusto, left a GS-5 ranger slot and is now on LWOP.

Brion FitzGerald (GUIS '81-'83, SAGU '83, EVER '83-'88, ASIS '88-present) and Mary Robinson (GRSM '77-'81, SAGU '81-'83, EVER '83-'88) have started a family since moving to Assateague and now have two boys — Brion, two, and Kevin, born April 16, 1991. Brion's working as the chief ranger in the park; Mary currently works as an administrative assistant to the dean of the school of business at Salisbury State University and handles marketing and publications for MBA programs. They'd love to hear from old friends, "but are lousy about writing back." They can be reached at 1287 Ocean Pines, Berlin, MD 21811 (301-641-7568).

Kathleen (Katie) Gavan has gone back to being a landscape architect with the Service Center after close to five years as the AO at Boston. She'll be with DSC-TEA and will be stationed in eastern Massachusetts.

Maria Gillett transferred from her position as a park ranger in interpretation at Joshua Tree to take a similar position at Kenai Fjords. She can be reached c/o Kenai Fjords NP, P.O. Box 1727, Seward, AK 99664 (907-224-3175).

Chuck Hahn has transferred from Natchez Trace, where he was a GS-7 park ranger, to take a position as a GS-8 lead park ranger in resource management and visitor protection at Indiana Dunes.

Jeri Hall's left her position as GS-9 natural resource specialist at George Washington Memorial Parkway to become a GS-11/12 supervisory resource management specialist at Yosemite.

Sandra Hand has gone from a position as GS-7 ranger at Big Thicket to a position at the same grade in Grand Canyon.

Mark and Phyllis Harvey are now in Yosemite. Mark is working as a park ranger (law enforcement) in the El Portal Subdistrict, having transferred there from a similar position at Lincoln Boyhood. Phyllis went from working as a seasonal park ranger at Yellowstone to serving as the superintendent's secretary at Fort Laramie, then resigned, then took a job as division secretary in resource management at Yosemite. Both Harveys can now be reached at P.O. Box 187, El Portal, CA 95318.

Joe Hayes, who was a GS-7 park ranger in law enforcement at Canaveral, is now a GS-7 law enforcement ranger at Willow Beach at Lake Mead. His address: Willow Beach Road, Willow Beach, AZ 86445.

Kate James (GATE '74-'84, GOGA '84-'87, YOSE '87-'90) has moved from Yosemite, where she was a GS-6 secretary, to Montezuma's Castle/Tuzigoot, where she is now a GS-7 administrative technician. After her husband retired from 13

years in the NPS, she was able "to finally decide on a career track in administration, but will always be faithful to 025 [work], particularly in interpretation." She and her husband live "20 miles south of Flagstaff and 20 miles from skiing."

Margaret Johnson is the new, GS-9 chief of interpretation and resource management at Florissant Fossil Beds. She came to the park from a position as GS-9 district ranger in Canyonlands. Address: P.O. Box 185, Florissant, CO 80816.

Sherry Justus is now a permanent GS-4/5 interpretive ranger at Edison. She went from being a VIP to seasonal ranger status to the permanent position in less than two years — all at Edison.

Mary (Jeff) Karraker, the chief ranger at Yukon Charley Rivers, has been named superintendent at Capulin Volcano. She started work there June 16th. You can write to her at P.O. Box 57, Capulin, NM 88414.

Betty Knight is the new chief naturalist at Lassen Volcanic. She transferred to Lassen from her position as South District Naturalist at Yellowstone. Her address: P.O. Box 7, Mineral, CA 96063.

Susan Kraft (SAMA '88-'89, VAFO '89, INDE '89-'90) has transferred from her position as a GS-5 museum technician at Saint-Gaudens to take a similar position at Salem Maritime.

Robert Lytch (GWMP '89, WOTR '90-'91, MOCR '91-present) left his GS-4 security guard position at Wolf Trap to take a post as GS-5/7 interpretive and resource management ranger at Moores Creek. His address: 2259-M Wrightsville Avenue, Wilmington, NC 28403.

Randy and Connie Marcy have left the Service. Randy left his job as GS-7 area ranger (and temporary GS-9 visitor protection specialist) at Rocky Mountain to take a position as GS-9/11 law enforcement training instructor (physical specialties) for Treasury at FLETC. Connie, who was a budget assistant to Rocky Mountain, resigned and is now spending her time "bird watching, sailing and sitting on the beach in south Georgia."

Garrett Moynihan (BIBE '85-'88, EVER '88-'89, GRSM '91-Present) has moved from Everglades to become a backcountry ranger in the Oconaluftee Subdistrict at Great Smokies.

Dave Park (BISC '81-'84, EVER '84-'86, BUFF '86-'89) and his wife Laurie have just returned from Peace Corps service in Cerro Cora National Park in Paraguay and are busily seeking employment in the NPS. For the time being, they can be reached at 1811 Cleveland Road, Miami Beach, FL 33141.

Edward B. Patrovsky (ROMO '84, INDU '84-'88, BLM California Desert District '88-Present) has left California's deserts to become the GS-9/11 BLM district ranger in Craig, Colorado. Ed's assigned area has increased from 91,000 to 3,200,000. He can be reached at the Craig District Office, 455 Emerson Street, Craig, CO 81625.

Jim Richardson has left Zion and is now the GS-7 backcountry subdistrict ranger in Rocky Mountain's West Unit. His new address: P.O. Box 280, Grand Lake, CO 80447.

Tom Richter is now a GS-12 interpretive specialist in Midwest Regional Office, having transferred from Jefferson National Expansion, where he was the GS-11 director of visitor services. Tom's address, P.O. Box 1422, Omaha, NE 68101.

Paige Ritterbusch transferred from Saguaro, where she was a GS-7 park ranger in law enforcement, to Point Reyes, where she's also a GS-7 law enforcement ranger. She can be reached at P.O. Box 31, Olema, CA 94950.

Jonathan Schafner's moved on from his position as a GS-5 park ranger at Boston to become a GS-7 park ranger at Lake Mead.

Tony Sisto is now a GS-13 park ranger specializing in regulations in the Ranger Activities Division in WASO. He transferred there from the Resource Manage-

ment and Visitor Protection Division in NCRO, where he was a GS-12 staff ranger.

Lee Taylor-Edmonston, who was a GS-6 seasonal interpretive supervisor at Sequoia, has left the Service and become a new mom. Her daughter, Hayley Eliza, was born on December 28, 1990 at Craters of the Moon.

Jim Tuck is now a management assistant at Grand Canyon. He moved there this summer from his prior position as superintendent of Fort Smith.

Margie A. Tyler (DETO, CUBA, LAME) is in her fourth year as a seasonal in the NPS and is working this summer as a GS-5 law enforcement ranger at Yellowstone. She worked at Lake Mead last year.

Meg Weesner has left New River Gorge, where she was the park's natural resource specialist, and is now chief of science and resource management at Saguaro.

Phil Young has left his position as a GS-11 ranger in Southwest Regional Office to become the new GS-1811-12 SWRO agent with the interagency ARPA task force operating out of Santa Fe. Phil writes that, although he's in the criminal investigator series, he's "still a ranger at heart." His new work numbers are 505-989-9074/8866.

Susan Zoceda has moved from a position as a GS-4 seasonal dispatcher at Dela-

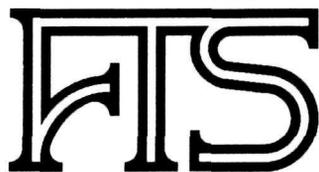
ware Water Gap to take a permanent, GS-5 law enforcement slot at Independence. She can be reached at 7134 Clinton Road, Upper Darby, PA 19082.

#### Reunions and Social Gatherings

Colonial — There'll be a reunion of employees (and former employees) who worked in the park during the Bicentennial era on Saturday, September 14th, at New Quarter Park in York County. Interested parties should contact Curt and Diane Stallings, P.O. Box 546, Yorktown, VA 23690.

Rocky Mountain — The Longs Peak Historical Reunion will be held in the park from August 23rd to the 25th. Admirers of this front range landmark will have the opportunity to unite with world class climbers, old-time rangers and many others during a weekend of special events. The Colorado Mountain School will conduct a guided anniversary climb of Major John Wesley Powell's first-ascent route of 1868 on the 23rd, and other events are also scheduled. For further information, contact the park at 303-586-2371 ext. 206.

*Continued on page 26*



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## In Print

*A Trace of Desert Waters, The Great Basin Story*, by Samuel G. Houghton. 287 pages with photos by Philip Hyde and the author. Maps drawn by Susan Nichols. Howe Brothers Publishing, Salt Lake City, Utah.

*A Trace of Desert Waters* began as six articles written for the quarterly magazine, *Nevada Highways and Parks*, to help describe the Great Basin. The Great Basin is a huge portion of the American West, both geographically and historically. Geographically it comprises seven percent of the land area of the United States, covering more than 220,000 miles and parts of six states. It stretches from Lake Tahoe in California to the Bear River in Wyoming, and from the Snake River country in Idaho down to Laguna Salada in Mexico.

The basin is not a single large bowl, but a gathering of enclosed basins with mountains and ridges between. Evidence found in caves and fossil remains suggests the Great Basin has been through sweeping climatic changes which have nurtured a variety of flora and fauna. This has occurred particularly in the last 10,000 years, when the last of possibly five ice ages covered the area.

Historically, the Great Basin was unknown to whites until as recently as 1774. Even then, exploration was slight. Lewis and Clark avoided the basin completely in 1804. Mountain men and trappers, along with a few Spanish fathers, were the only ones who bothered to learn the topography. In the 1840's John Fremont made the first real scientific appraisal of this land. The first settlers were the Mormons, who concentrated on rim areas where water was available.

Houghton, who passed away in October 1975 before *A Trace of Desert Waters* was released, details these areas using his own experience as a long-time resident along with maps, guides, and the books of others. His is a concise collection of facts concerning the area that he loved — from basic geography and history to such information as the original name of Utah ("Deseret" — a Mormon word meaning "Land of the Working Bee"). Utah is still known as the beehive state today).

Chapters are divided according to geographic areas, with maps depicting topography and settlements, such as Las Vegas and other places of interest. Locations, distances, elevations, and geology are given in great detail.

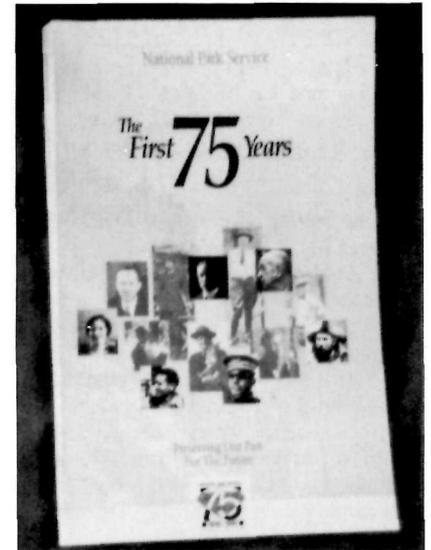
He shows his affection for the Great Basin throughout the book but sums it up best in the following passage:

"The author cherishes a feeling that any place, unspoiled, can be worth knowing intimately. To paraphrase Will Rogers' assertion of faith, he never knew a place he didn't like. Involvement with nature requires no more than a basic inquisitiveness and an eye for telltale forms and qualities. It follows that the better one knows a place the more likely he is to accept it — perhaps even to love it — for the harshest environments on earth have their devotees, people who, given a choice, would like to live nowhere else. Others may acquaint themselves vicariously."

In his preface the author warns that the rapid advancement of the sciences, particularly archeology, may cause this book to be outdated. But history doesn't really change; it just becomes better defined. So this book will truly stand as a western desert classic for some years to come.

In concluding, Houghton shows his feeling for the basin when he discusses national parks and the over abundance of weapons testing sites. With the exception of Great Basin National Park, this situation is not likely to change in the political future.

C. Ben Woodard  
Wrangell-St. Elias



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.

### FREE BOOKS

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

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

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

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

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

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

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

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

Rick Mossman  
Wrangell-St. Elias

## The NPS At 75: Parks Under Siege

Robert Cahn  
Christian Science Monitor

People visiting this grand old national park will find most of the scenery, wildlife, and thermal wonders as spectacular as ever this summer. The park's natural resources, says superintendent Bob Barbee, are in better shape than they have been for years.

Like many of the managers and rangers throughout the National Park System, however, Mr. Barbee worries about his staff's ability to protect these resources, maintain facilities, and continue to give visitors the kind of park tradition of the National Park Service.

Visitors will find 60 percent of the roads in bad condition, trails needing maintenance, and fewer ranger talks and guided nature walks. A ranger will not be handy to start a stalled car; responses to emergency situations may be delayed. Yellowstone has not been able to keep up with inflated operating costs, so the aging infrastructure deteriorates and the well-being of its wildlife and natural resources becomes increasingly precarious.

Most of the challenges that daily confront park managers involve lack of money. Many of the 357 units of the National Park Service are starved for enough funds and personnel to provide adequate maintenance and protection and to help people experience nature firsthand and gain a deeper understanding of the American past.

This year is supposed to be a time of celebration, commemorating 75 years since the birth of the National Park Service on August 25, 1916. But among the park service managers and rangers, there is little celebration. Instead, it is a time for hunkering down.

Most park workers remain highly motivated and consider the United States park system the best in the world. But morale suffers when overworked and underpaid rangers see limited opportunity for advancement. Congress votes new units into existence without providing adequate money to

*Bob Cahn, a former staff writer for The Christian Science Monitor, has followed issues affecting national parks for nearly a quarter century. He won a Pulitzer Prize in 1969 for a series of articles in the Monitor entitled, "Will Success Spoil the National Parks?" He is also a past Washington editor for Audubon Magazine.*

*This article was taken from a series of three pieces which appeared in the Monitor in May. Reprinted by permission from the Christian Science Monitor, © 1991, The Christian Science Publishing Society. All rights reserved.*

RANGER: SUMMER 1991

operate them. As a result, already sparse staffs in existing parks find themselves spread ever more thinly, with growing demands.

In the past, a national parks advisory board reviewed plans for expanding the system. The board's work was ended in the 1980s. At present, proposals for new parks receive no independent review.

The system's 357 park units cover more than 80 million acres. Between 1950 and 1980, even with some areas being consolidated and a few withdrawn, the number still grew by 138 acres. Under the Reagan administration, that rapid growth stopped. But use hasn't slowed; more than 260 million visits are expected in 1991.



*Rangers on patrol in Alaska.*

Almost every park has had to cut corners and services, delay repairs, lay off seasonal staff, and otherwise scrounge to make do with insufficient funds. At Yellowstone, for instance, chief ranger Dan Sholly had to recall the back-country ranger stationed at Heart Lake after Labor Day. The area went unprotected, and early last October vandals threw large rocks into the Rustic Geyser near Heart Lake, permanently damaging the geyser and disturbing the hot springs ecosystem nearby.

An additional \$2 million given Yellowstone this year by the federal government for operating expenses still does not cover its current costs. Nor does it come anywhere near covering expensive repairs to the park's aging roads and buildings. Barbee will have to use half of the \$2 million for non-budgeted expenses such as pay raises and retirement benefits, increases in utility and fuel prices, and other inflationary factors.

A major expense not completely covered by the budget is the demand to keep the park open from December through March each year for about 100,000 winter

enthusiasts. The park spends eight times as much to provide for each winter visitor as it does for each of the 2.7 million who come during the other nine months.

"Back 25 years ago, we only needed one ranger to 'winter in' at Old Faithful, plus a few protection rangers to routinely patrol the boundaries and inaccessible interior areas," says Mr. Sholly. "Now we need 67 in the park interior. Back then only six tracked vehicles arrived all winter. Now hundreds of snowmobilers travel the groomed interior road system each day, as well as dozens of large snow-coaches and tracked vans carrying skiers and sightseeing visitors. Many stay overnight at Old Faithful and require other services.

"We have had to buy and maintain a dozen grooming machines costing \$150,000 each to pack and smooth the roads, and we have to own and maintain 85 snowmobiles for ranger patrols and operational use. The added winter costs mean we are hiring a lot fewer summer seasonal rangers, and we have to shorten the season they work," Sholly adds.

Visits to other parks and talks with managers and rangers revealed similar problems in park protection, maintenance, interpretation, and visitor services. Though the overall park system allocation for operations is currently \$876 million, the budgets of some parks are lower in real dollars or purchasing power than they were in 1980, and the parks have far greater demands on them than a decade ago. Park managers have to cope by not hiring seasonal rangers, leaving unfilled permanent positions vacant, postponing maintenance, cutting out visitor programs, or reducing park hours.

Yosemite National Park — where organized interpretive programs such as campfire talks and ranger-guided nature walks started in the early 1920s — had 44 interpreters in 1987, and only 27 last year, even fewer than 30 years ago. Instead of the traditional evening programs at each of the four large campgrounds throughout Yosemite Valley, the Park Service could afford to put on only one program each night for the entire valley last year.

Matthews Arm campground in Virginia's Shenandoah National Park had been used by more than 30,000 campers annually. It was closed to save funds last year and is closed again this year for rehabilitation. Shenandoah has 18 fewer seasonal rangers now than three years ago, and they work a shorter season. To repair neglected buildings, vehicles, roads, trails, campgrounds, and other facilities at Shenandoah would cost \$7 million.

Wrangell-St. Elias National Park and preserve in Alaska, largest of the national parks, has only three permanent protection rangers and six seasonals to look after its 13 million acres (four times larger than Yellowstone). Poaching of trophy dall sheep, grizzly and black bears, moose, and caribou is

rampant, as is illegal aerial hunting of wolves. The resource management program is short \$1 million a year in base funding.

"I wonder if the Park Service can afford the new parks in Alaska, and if the nation is willing to pay the bill," says Karen Wade, superintendent of Wrangell-St. Elias. "I don't think the people understand that they added a lot of land but never provided for the basic caretaking."

After a Park Service regional director commented at a congressional hearing last year that some parks were so poverty stricken that they required "intensive care," House Interior Department appropriations subcommittee chairman Sidney R. Yates (D) of Illinois asked Park Service director James M. Ridenour to submit a list of specific amounts needed to put "intensive care" parks on the road to recovery. The resulting list amounted to an additional \$370 million. In response, the committee added \$28 million to the 1991 operating budget. The budgetary boost had only a slight effect on the need, which grows more unmanageable by the year.

Money alone cannot erase many threats to park resources, such as geothermal drilling just outside Yellowstone's borders that could harm Old Faithful, development on the borders of Glacier and other parks, water scarcity and pollution ruining the Everglades ecosystem, or air pollution obscuring the vistas at Grand Canyon and Shenandoah national parks. Solutions to these threats will come only through legislation, political leadership, and public awareness.

Private donations from individuals or from associations formed to support particular parks help support some activities. But the amount of money from such sources is small. There is growing interest in expanding the concept of federal, state, and private-sector partnerships for protecting natural and cultural resources, and for conducting research.

At a recent hearing of the House Interior Department Appropriations Subcommittee, Rep. Chester G. Atkins (D) of Massachusetts said that the needs of the national parks are overwhelming, and administration initiatives to increase the budget "do not even scratch the surface."

"At some point, we ought to be honest with the American public and say, we are not going to protect these things that we call jewels in our system," Mr. Atkins added. "And we are going to let them go because we are not prepared to pay the money for it, rather than pretending that we are going to protect them and letting them gradually deteriorate."

\* \* \* \* \*

Driving his pale green patrol car slowly along Skyline Drive, park ranger Reed Johnston surveys wooded mountain beauty and vast valley views.

At the head of a trail he notices a hiker romping with a young golden retriever. Ranger Johnston stops to warn the visitor that the dog must be put on a leash. It is one of his few encounters with visitors on this cold spring morning — a respite from the frantic days at the height of the summer camping season or the fall, when thousands of people from all over the nation come to see Shenandoah's spectacular autumn colors.

During those busy times, he may also be called out of bed to track down poachers hunting deer inside park boundaries or summoned to fight a fire.

After earning a college degree in history, Johnston decided to fulfill his childhood dream of becoming a park ranger. He joined the United States National Park Service seven years ago at a salary of \$12,000 a year, assigned to give interpretive talks at San Antonio Missions National Historical Park in his native Texas. He eventually became a commissioned law-enforcement ranger, certified in wildfire fighting, search and rescue and emergency medical services. At 38, he should be in the prime of his earning capacity and saving toward college educations for his two small children. But his annual salary is only \$19,200. Much as Johnston loves his work, he cannot afford to stay, and has given notice to the Park Service. He is leaving this month to work for the United States Forest Service. There he will get higher pay immediately and be able to advance quickly.

Johnston is part of a growing yearly exodus of skilled rangers who leave the Park Service for better salaries and opportunities in other federal or state agencies. They wish they could stay in what most people would consider a desirable and fulfilling career. During a congressional hearing on the problems faced by rangers, Rep. Constance A. Morella (R) of Maryland summed up the dilemma with an old saying, "One cannot feed a family on sunsets."

As hosts to millions of visitors and caretakers of the nation's natural and cultural crown jewels, national park rangers enforce the law, fight fires, and rescue hikers lost in the wilderness or stranded on cliffs. Visitors, especially children, idolize the uniformed ranger who leads nature walks or gives campfire talks.

In better days, low salaries were more than compensated for by the satisfying work. Employee housing in beautiful park surroundings was priced within reach of ranger salaries, and the option of transferring to new jobs in other parks opened up plenty of career opportunities.

Today most of those "perks" are gone. For those required to live in the parks, much of the housing is substandard, and rents are keyed to the often-inflated rates charged in

*Continued on page 12*

## Lean Days for Parks

*The following editorial on the status of the NPS appeared in the Monitor with Bob Cahn's articles:*

The national parks system in the United States faces major fiscal difficulties, as the *Monitor* series by Robert Cahn this week has pointed out. The parks enjoy a steady increase in the numbers of Americans who seek out their nation's natural wonders and historical sites each summer — and increasingly in other seasons as well. But the resources needed to maintain the parks are stretched thin in these days of budgetary pressures.

Under current budget practices in Washington, getting more money for one federal program requires slicing it from another. How will the parks fare in this fiscal environment?

At the least, the present level of spending should be sustained, with resources shifting to such crucial areas as ranger salaries. And extra vigilance is demanded to assure that the Park Service is not loaded down with added responsibilities for new park areas pushed through Congress as pet projects of particular legislators.

The critical need is protection and optimum utilization of the areas already under Park Service care. The park-visiting public benefits, of course, from well-maintained, adequately staffed parks. But the public benefit could be enhanced if the parks' potential for scientific research, as well as recreation, were more fully exploited.

The vast natural areas of the parks could be superb laboratories for studying the interdependence of species within ecosystems and the impact of man-made environmental phenomena such as global warming and acid rain. Some of this activity is already under way at national parks, but it is the barest of beginnings.

With relatively small investments, like the \$1.9 million currently being spent for global climate-change research in a few of the 357 park units, programs with potentially big payoffs to the public could be nurtured.

Mr. Cahn's writings over the past 23 years — beginning with his original Pulitzer Prize winning series in the *Monitor*, "Will Success Spoil the National Parks?" — have underscored both the inherent value and fragility of America's parklands. Perhaps the question for the 1990s is, "Will the National Parks Go Begging?"

communities near the parks, in accord with federal Office of Management and Budget demands.

Rangers working at urban parks often find local rents far beyond their means. In recent years at Golden Gate National Recreation Area in San Francisco, some rangers had to sleep in their cars until they could find shelter they could afford. Some park units in or close to urban areas have been losing 20 percent or more of their permanent rangers each year, although new cost-of-living provisions for Park Service employees in eight urban areas may help to stem that flow.

Over the past 20 years, Congress has added 107 new areas to the National Park System. But administration policies over that period prohibited creating enough additional positions to staff the new areas adequately. Consequently, some rangers had to be shifted from the older parks to staff the new ones.

The number of visits has risen about 100 million and the acreage to be administered by the Park Service has nearly tripled. But for the last 12 years the ranger force has remained at around 3,200. It's possible for visitors to be in a national park for a day or more without ever seeing a park ranger.

Attracting well-qualified young applicants is difficult. Park Service recruiters at college job fairs recount being laughed at when they tell promising candidates that the starting salary is about \$16,000. The candidates are even more turned off when they learn of the limited opportunity for career advancement. Some staffers now may spend most of their careers in one park because of a scarcity of openings at higher grade levels.

"The Park Service is losing its ability to compete, especially for the pool of young, highly qualified recent college graduates," says Park Service Director James M. Ride-nour. "More than a third of new hires lack a four-year college degree, and among those with degrees, only 50 percent hold them in subjects related to parks and recreation management, history, and the natural and biological sciences."

As the park system and visitation have grown, rangers have had to pay increasing attention to preventing crime and apprehending lawbreakers. Completion of a three-month law-enforcement course is now required of all rangers with law-enforcement duties, with an annual 40-hour refresher training. Each commissioned protection ranger is required to carry a weapon. Last year, a ranger at Gulf Islands National Seashore in Mississippi was shot to death while on patrol.

Last May, ranger Wayne Westphal was patrolling a remote part of California's Death Valley National Monument, with the nearest help 50 miles away. He narrowly escaped after surprising a heavily armed group of men operating an illegal metham-

phetamine drug laboratory. He was able to get back to his patrol vehicle, radio for help, and cut off their escape route, resulting in the arrest and conviction of seven persons and the confiscation of drugs worth more than \$1 million. The drug dealers received sentences of 25 to 30 years without parole.

The majority of rangers spend their time in law-enforcement and visitor services. As a result, their duties as resource managers can suffer. "The natural resource program has relied on rangers in large part to detect developing problems and then carry out solutions devised by resource-management specialists and scientists," says Walt Dabney, chief ranger of the National Park Service. "But with our limited staffs in the parks and the day-to-day visitor demands, rangers often do not have time to work in the back country and do the resource-management work they would like to be involved with. And the parks suffer when the resources aren't adequately managed."



Interpreter at Blue Ridge Parkway.

Some rangers, known as interpreters, devote themselves primarily to designing and carrying out educational and informational programs for the public. Traditionally, the Park Service has relied on employees hired just for the interpretive programs. Many seasonal jobs have gone to professors and teachers who looked forward to spending summer vacations working in the parks. But park superintendents, needing to do more with less, have had to cut back sharply on hiring seasonals. At the same time, fewer qualified people are willing to do the seasonal jobs.

So the parks are forced to reduce the number of walks and talks, and are turning to volunteers to help fill the gap. Full-time interpretive rangers thus find a large share of their time going into training and organizing volunteers and inexperienced seasonal workers.

Rangers cling to the hope that the hard times will eventually turn around. The Association of National Park Rangers (ANPR) issued a report two years ago based on candid observations and ideas from 500 rangers.

The ANPR report was submitted to the National Park Service director and key congressional and conservation leaders. It outlines five major objectives for improvement: cost-of-living adjustments of at least 25 percent for rangers in major metropolitan areas; housing allowances for employees living outside park boundaries and free or reduced rents for those who must live in the parks; raising the minimum grade level for rangers; development of a comprehensive personnel-management plan to guide the future of the ranger profession; and a requirement that all new rangers have a degree in a field associated with natural or cultural sciences, such as history, architecture, and archaeology.

A recent survey of government employees found a significant decline in Park Service employees' attitudes toward their jobs, the agency management, and the rewards of their work. Nevertheless, the survey found job satisfaction was higher in the Park Service than in the government as a whole.

"Despite being battered and beleaguered by economic and other forces for the last decade, national park rangers are still more dedicated and have a higher esprit de corps than almost any other group you can name," says Bill Halainen, editor of *Ranger Magazine*, the journal of ANPR. "Rangers are a rare breed, each a unique cross of idealist, hard-headed pragmatist, adventurer, and self-sufficient individualists."

\* \* \* \* \*

At a conference this fall in Vail, Colorado, conservation leaders, along with administration, congressional and Park Service officials, will focus on solutions (to many of these problems). They will consider ways to improve management within the service and look at visitor needs and expectations. They will address protection of the natural features and wildlife and ways to improve maintenance.

"In my 26 years as a ranger, I've seen the Park Service go through some hard times, but none as bad as now," says Rick Smith, an associate director of the Park Service's Southwest Region and former president of the Association of National Park Rangers.

"For 10 or more years we've been losing ground, and lack of money is only one of the reasons. We in the Park Service, along with the administration and Congress and all Americans who value their national parks, need to ask some realistic questions.

*Continued on page 27*

## Rangers and Work-Related Stress

Ken Mabery  
El Malpais

The topic of stress is a hot one these days. You can read about it in magazines and newspapers, hear about it on radio talk shows, see segments on it on the evening news. The victims portrayed in these stories are usually cops or medical professionals or harried public servants. One candidate for stress who doesn't show up in these forms but meets all of these criteria, is the park ranger.

According to the results of a poll which was published in a recent issue of *Ranger*, there are five principal sources of stress for park rangers. These findings are interesting as much for what respondents did not list as sources of stress as for what they did identify:

- Agency history — The traditions of an old agency, including historic problems with low funding and inadequate staffing.
- Isolation — Remoteness of most duty locations, including small towns.
- Expectations — Failure of the job to meet the ranger's idealistic expectations.
- Visitation — The changing nature of visitation and the agency's slow response in recognizing and adjusting to those changes.
- Environment — The inability to separate work and play in most parks because of living in or near the work environment.

If the term "stress" had been better defined in the questionnaire upon which the poll was based, the results might have been different.

According to *Emergency Services Stress*, a book written by doctors Jeffery Mitchell and Grady Bray, stress is "a response to something in the environment. When the environment changes, we change." Stress can also be defined as a physical and psychological response or arousal to an external demand.

Stress can be positive — eustress — or negative — distress. Stressors get us up in the morning, motivate us to go to work, make us feel hungry and sleepy. Stressors can also include a difficult employee (or supervisor), a demanding rescue, a presenta-

*Ken Mabery is the chief ranger at El Malpais National Monument in New Mexico. He became interested in stress management after the incident mentioned in this article. Since 1987, he has been a member of the New Mexico critical incident stress debriefing (CISD) team. As a part of this volunteer team, he has been teaching stress management for the past three years.*



*Stress can be brought on by confrontations, such as this one between a ranger and a radical environmentalist at Glacier.*  
Photo by Patrick T. Ford.

tion in front of a large group, media interviews or any of a host of other factors that a person may perceive as negative.

Stressors are usually categorized according to three primary sources:

- Environmental stress comes from our physical environment and includes such factors as weather and noise.
- Psychological stress comes from external sources which work on our minds, such as family relationships and abusive people.
- Personality stressors are those associated with our character and temperament, such as the need to be liked or high self-expectations.

It is important to realize that our bodies cannot distinguish the difference between either the type (eustress or distress) or source of stress — they have the same physical and psychological response to both positive and negative events. The label that we put on these events determines how we perceive them — either negative or positive — but does not have any influence on their combined, cumulative impact on us.

In fact, there is an optimum level for the daily or background stress that each of us experiences — a level at which we operate best, feel our best, see ourselves as in control and challenged. Not surprisingly, this level is usually higher for public service employees than for others.

In order to understand how unusual or critical incident stress affects rangers, we must first understand the personality of the typical ranger. The following profile is taken

from Dr. Mitchell's work with emergency service personnel, including police, ambulance technicians, firemen, rescue unit personnel, dispatchers and hospital staffs. As a park ranger, you may exhibit many or most of these personality traits:

### *Obsessive Compulsive*

Rangers are typically detail-oriented, but selective. They can usually recount the exact details about a search that occurred years ago, but cannot always remember birthdays or anniversaries. This is a good trait for those who administer emergency medical aid, perform exacting technical rescues, or must know the law to make a legal case.

They also strive for perfection. This can be a good trait in the above circumstances, but can lead to feelings of guilt and incompetence when perfection is not achieved. Priorities are very important to obsessive/compulsive people. They tend to put work first, community services second, and families third.

### *Control Oriented*

They need to feel in control — at least of themselves. This is another good trait for rangers, as someone has to take control of a scene, a crowd, a media interview or a project. They also make distinct efforts to control their emotions; when emotions cannot be controlled but have to instead be suppressed, avoided, or repressed, trouble can result.

*Risk Takers*

They will go farther and go there more often than most people. They are action-oriented and have a high need for stimulation. This activity stimulates two body chemicals which can become addicting — endorphins, which are produced by high levels of activity and make us feel healthy and in good spirits, and adrenalin, which is stimulated in times of excitement or emergencies and gives us the strength to maintain high levels of activity for long periods of time.

During periods of decreased activity or an interrupted exercise schedule, low endorphin levels produce feelings of lethargy or of being “out of sorts.” Some people get to the point where they must be on call — and on endorphins or adrenalin — in order to feel good. These are the people who are hyperactive and always first on the scene of any incident.

*Now Oriented*

They do not spend much time on yesterday (it’s done and gone) or tomorrow (it will get here soon enough). They prefer fast results and immediate gratification. For some, gratification is internal (“I know I did a good job and that’s enough”), while others need a pat on the back from co-workers and supervisors. They want to find the problem *now* and fix it *now*. Without a challenge, they will seek something that needs attention. If they can’t find something, they’ll get bored.

*Unable to Say No*

They are generally unable to say “no,” particularly to any request for assistance. They want to help and go out of their way to be helpful. They need to be needed. Nothing is impossible (remember the need to be challenged!), so they can’t say no when asked to help. When they are unable to help, they again get bored.

*Death Denying*

They have a definite prejudice against death.

Given these six characteristics, you can begin to see where rangers get into trouble. A brief look at a typical GS-7 ranger shows how these characteristics apply, for this personality profile fits someone at that grade like a glove.

Background stressors include low pay, substandard housing, isolation, overlapping work and play environments, some conflicts with co-workers and supervisors or managers, and varying periods of relative inactivity (paperwork is inactivity to an action-oriented person). Work priorities are not fully explained and often don’t pertain to the immediate job of protecting the park and serving the public. And the bureaucratic reward and recognition system is ineffective at best.

Along comes a motor vehicle accident in the park involving a drunk and leading to the death of children: in short, a critical inci-

dent. The ranger’s normal coping mechanisms respond adequately to normal incidents, despite the regularly high level of background stress, but this is *the big one*. Perhaps the ranger has a child at home who is the same age or looks like one of the dead children. Or maybe this is the spot that he or she almost hit a deer. Or who knows what else. In any case, the usual strategies for dealing with such a peak stress event no longer work.

Critical incidents will not be the same for all of us — what affects one person beyond his or her coping mechanisms may not affect another. For me, it was getting shot at in the line of duty, but the incident did not overcome the normal coping mechanisms employed by the two other rangers involved. I experienced an inability to sleep, gave up hobbies because they were too much effort, and avoided after-hour calls. They had no such reactions.

How then do you prepare for unusual or critical incidents and cope with them when they do occur? You first need to be able to recognize the associated signs and symptoms. All of the symptoms shown in the adjacent table are *normal* reactions that occur in *normal* people exposed to *abnormal* situations. These are the most common signs and symptoms, but others may also be present.

These and other *normal* reactions can be dealt with if you keep in mind that you are a normal person reacting to abnormal situation(s) or event(s). Authors and critical incident stress debriefing teams (CISD teams) have different ideas and approaches to managing stress, but all embrace the following five essential coping skills:

*Exercise*

Get plenty of exercise, which has a number of positive benefits. It increases your muscular strength and stamina, enhances your heart and lung capacity, decreases your blood pressure and heart rate, replaces fat with muscle tissue, and increases your red blood cells, thereby increasing oxygenation of your muscle tissue. Exercise also improves your fitness and self-esteem, increases the effectiveness of sleep, and decreases weight and cholesterol. And it can help reduce the severity of your injuries should they occur.

*Diet*

Take your time while eating. There are many publications on proper diets for individual circumstances, including diets for stress management. There are two basics. The first is to reduce your intake of or stay away from foods or fluids with caffeine, sugar (read labels and avoid refined sugar), alcohol, salt (read labels), processed flour, cholesterol (eggs, cheese, shrimp, crab, butter), fatty foods, and — above all — fast foods. The second is to maintain your intake

**Signs and Symptoms of Stress**

**Physical**

- Fatigue
- Nausea
- Twitches
- Sweating
- Chills
- Dizziness
- Chest pains
- Upset stomach
- Insomnia or hypersomnia
- Sleep disturbances
- Exhaustion
- Headaches
- Hyper reaction
- Appetite changes
- Decreases fine motor control

**Behavioral**

- Withdrawal
- Erratic behavior
- Inappropriate humor
- Attacking humor
- Uncharacteristic behavior
- Change in sex drive
- Change from silent to talkative
- Change from talkative to silent

**Emotional**

- Anxiety
- Fear
- Grief
- Depression
- Irritability
- Hopelessness
- Anger
- Guilt
- Scapegoating
- Emotional numbness
- Oversensitivity
- Violent fantasies
- Feeling of being overwhelmed

**Cognitive**

- Memory loss
- Decision-making difficulties
- Problem-solving difficulties
- Confusion over trivial items
- Isolation
- Flashbacks
- Loss of concentration
- Loss of attention span
- Inability to attach importance to daily matters



## Bridging the Communication Gap: Linking Interpreters to Resource Managers and Researchers

Lois Winter  
Mammoth Cave

In the summer, 1989, issue of *Interpretation*, Al Lovaas, the regional chief scientist in Alaska, wrote about the relationship of two fields of endeavor within the Park Service which are increasingly important to each other and to the future of our parks.

"If research can be thought of as the inquisitive and analytical mind of the National Park Service," he said, "[then] interpretation is its heart." And neither can function well without the other.

While parks desperately need scientists to document what resources lie within their boundaries and to determine how we can best protect those resources, they also need interpreters who can explain vital resource issues to the public.

Parks, of course, are important for more than their scientific values. In the minds of many visitors, the inspirational qualities of parks are of paramount importance, and inspiration falls within the realm of interpretation. By appealing to the emotions of visitors, interpreters can help assure the future of our parks.

But science is essential to interpretation. Among other things, interpreters need current and accurate scientific information to effectively inspire our sophisticated audiences. We therefore need to bring researchers, resource managers and interpreters together if we are to protect park resources.

Only when visitors understand the critical problems that threaten park resources can we expect them to play a role in minimizing those problems. Interpreters must use current research and resource management projects as tools to focus attention on resource issues confronting our parks. In addition, the interpretation of research projects allows visitors to explore the value of parks as laboratories for social, cultural,

*With the help of a Horace Albright Employee Development Fund grant, Lois Winter opted to take a two year leave of absence from her National Park Service career in interpretation to return to graduate school and complete a two-year NPS field research project. After examining the perspective of researchers first-hand, Lois plans to return to interpretation and help build an effective communication link between NPS interpreters, resource managers, and researchers.*

and natural resource studies — an important park value that visitors may not intuitively appreciate.

By staying in touch with researchers, interpreters remain current in their thinking and assure that information directed to the public is up-to-date. Research and resource management can also be fun to talk about. Effective interpreters are eager to enliven their presentations with new information, and visitors appreciate hearing up-to-date reports describing behind-the-scenes actions to protect the parks.

Obviously, communication links among researchers, resource managers, and interpreters benefit us all. But how successful are we at maintaining these links? More often than not, communications are poor among those three communities. Based on years of experience in interpretation, my two years of experience in research, and discussions with numerous researchers and NPS employees, here are my recommendations for bridging the communication gap:

1. Designate a "research liaison" in the interpretive division in each park who would have the formal duty of forging an effective link among resource managers, researchers and interpreters. Many Park Service employees wax eloquent about the need for these groups to communicate with one another, but a collective responsibility, no matter how noble, is one that tends to remain undone. By directing the responsibility to one individual, it's far more likely that the job will get the attention it deserves.

Ideally, the research liaison should be an individual who has worked in a park long enough to know its resources well. In addition, the liaison should demonstrate a sincere interest in scientific research and resource management. Duties of the research liaison could include any or all of the following:

- Maintain good working relations with the park's resource management staff. Understand resource management's objectives, demonstrate familiarity with the resource management plan, stay abreast of current initiatives, attend resource management staff meetings, and suggest new research questions. Read scientific reports and journal articles relevant to issues on the park and attend scientific conferences. Occasionally observe and/or participate in field research projects. Acknowledge that the NPS resource management staff provides the primary contact between researchers and the park staff, but remind resource managers that interpreters have specific concerns that require active participation.

- Review draft research project proposals which define and formalize the National Park Service's involvement with researchers, but do not interfere with resource manager's responsibility to comment on research design; carefully limit comments to the researcher-interpreter communication link.

- When a new research project begins, attend meetings ordinarily scheduled between the park's resource management staff and the researchers. Written reports should not substitute for a face-to-face meeting with a research team. Cultivate a realistic understanding of the research project's objectives and limitations. Discuss realistic ways that resource managers and researchers can assist interpreters in understanding research and interpreting it to visitors.

In addition, discuss ways that interpreters can help resource managers and researchers. Interpreters may offer assistance by designing quality signs, writing press releases, taking photographs, or otherwise sharing information with the public. When field work is carried out in high visitor use areas, curious visitors may interfere with its progress. Interpreters can help turn the



*Interpreters can keep visitors apprised of developments in resource management like this trail tread monitoring project at Sequoia-Kings Canyon.*

problem into an opportunity by running interference for researchers and by interpreting research activities to visitors. Park managers may be able to encourage interpreters to assist with research on government time. Alternatively, some interpreters may be interested in volunteering time to gather research data.

Discuss what interpretive messages are appropriate — or inappropriate — in regard to the research project. Find out whether or not evidence of the research project (i.e. flagging, traps, collection equipment, collared animals, controlled burns, etc.) will be visible to park visitors. Assure researchers that their efforts to communicate with the research liaison will be evident in the park's interpretive program.

- Throughout the project, remain in contact with resource managers to monitor the progress of the research. Because second-hand information has a tendency to stray from reality, periodic check-points should be established at which the research liaison, resource managers, and the researcher meet to discuss research progress.

Depending on the nature of the project, the research liaison may encourage the researcher to lead a field trip, present a lecture, or write an update for field interpreters and/or park visitors. In many instances, the researcher is an underpaid, over-worked graduate student. With competing demands for their time, it may be tough for graduate students to be altruistic. To reinforce the importance of the communication link, an honorarium could be provided for effective field trips, lectures, or written updates. (If the park's natural history association sponsors the update, payment need not turn into an administrative nightmare for the park).

- At the end of the research project, maintain contact with the resource management specialist to confirm that all requirements detailed in the research proposal regarding the communication link have been met and that final questions have been resolved.

- Establish a communication network with nearby universities and state conservation agencies. A tremendous amount of timely and important research directly relevant to park interpreters happens outside the boundaries of the national parks.

- Digest, compile, and summarize research reports and other information from researchers and resource managers. Summaries can provide field interpreters a maximum amount of information in a minimum of time. Summaries can include a bibliography to direct field interpreters to more detailed sources of information. Encourage field interpreters to include relevant and accurate information on research in their programs.

- Make sure that a copy of every research report is accessioned for the park library. Similarly, deliver appropriate annotated research project slides and photographs to interpretive files.

- Organize a lecture series on research and resource management projects relevant to the park for NPS staff, local residents, and visitors.

- Design interpretive activities that highlight research or resource management projects. Invite visitors to participate in actual or simulated nesting surveys, gypsy moth trapping, air quality monitoring, beaver management activities, etc.

2. When drafting research project proposals, regional office science division employees should incorporate specific requirements to assure that park interpreters have access to important information from researchers. Ways of establishing the communication link might include the following:

- Require that copies of the research project proposal, thesis proposals, and final project reports and/or theses be delivered to the interpretive division's "research liaison". Delivering only single copies to resource management is inadequate.

- Require researchers to meet with the research liaison and resource managers at scheduled intervals throughout the project and at its conclusion.

- At the conclusion of a research project, require the researcher to complete a brief report, written in layman's language, summarizing research methods, results, remaining questions, and specific concerns that should be relayed to the public. This report will offer interpreters more palatable bedtime reading than a full-blown project report, and might even whet their appetite to read the report itself.

- Normally, researchers are required — as they should be — to present a final oral report to the park staff. Although admittedly impossible to always control scheduling, researchers should be encouraged to make every effort to present their final report when a maximum number of seasonal park employees are available to hear the presentation.

- Require researchers to provide slides, specimens, or other tangible items that can be used in interpretive programs.

3. Because research may have significance in parks other than the one in which it was carried out, each regional chief of interpretation should stay in touch with the region's chief scientist. By maintaining a basic awareness of ongoing nationwide NPS research, the regional chief of interpretation can alert each park's research liaison of potentially relevant research in other parks. Each park's research liaison can pursue interesting leads by communicating directly with the resources management staff in the appropriate park.

4. To emphasize its importance, incorporate a section in the statement for interpretation detailing interesting research results and describing progress and stumbling blocks in establishing and maintaining the interpreter-researcher connection.

Greater cooperation among researchers, resource managers, and interpreters is necessary — and possible. If we can accomplish the objectives outlined above, I believe we will have gone a long way towards establishing the interpreter researcher/resource manager connection. With up-to-date and accurate information from researchers and resource managers, interpreters will have a vital tool for mobilizing public support for long-term park protection.

*Acknowledgements: Drafts of this manuscript were reviewed by National Park Service interpreters, resource managers, researchers, and administrators nationwide. Several University of Maine professors with research experience in national parks also reviewed this paper. Many individuals contributed ideas that helped broaden my perspective and refine my thoughts, and I thank everyone for their insightful comments. I reserve special thanks to Bob Breen, a resource manager at Acadia, who patiently reviewed several drafts and discussed ideas with me; his perceptive comments undoubtedly strengthened the final product.*

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# Survey of Recent Permanent 025 Hires In the National Park Service

William O. Dwyer  
John F. Lisco  
and  
Michael G. Huffman  
Memphis State University

Although the park ranger profession continues to be popular to many, there have been significant changes in hiring patterns over the last few years. Gone are the days when 500 applicants put in for each opening in the permanent ranger ranks, and seasonal applications have dropped by 50% over the last decade.

There are several theories as to why there is a decreasing interest in becoming a park ranger — that the labor force in the 20-30 year-old age range is shrinking; that there are fewer students majoring in academic disciplines from which the Park Service traditionally draws; that the age of the “nature children” has been replaced by the age of the “yuppies;” and that the Park Service pays entering permanent rangers only about 75% of what they could expect to make if they were to take their baccalaureate degrees into the labor market as a whole. There is probably some truth to each of these explanations, especially the one regarding salary levels. (For a closer look at these issues, see Dwyer and Heath, *Ranger*, 1988).

In spite of the reduction in the available labor supply, however, people are still trying to join the ranks of the permanent rangers, and there is no doubt that the job continues to have tremendous appeal. For those attempting to become permanent, it is still a difficult trek. The purpose of this paper is to summarize our survey findings on the characteristics of those who were successful in obtaining permanent 025 positions.

Last spring, we surveyed national park areas in an attempt to collect some demographics on people hired into the 025 (ranger) series since January 1, 1985. Inventories were sent to a total of 185 park areas selected because of their size, levels of visitation, and staffing. The survey asked for the following information on every 025 employee hired by the Service during that period:

*John Lisco is a seasonal ranger and graduate student at Memphis State. Bill Dwyer and Michael Huffman are professors at MSU; Bill is also a long-term seasonal NPS law enforcement ranger.*

- Job category (i.e., protection, resource management, interpretation, etc.)
- Sex
- Year hired
- Whether or not hired through a co-op program
- Race
- Number of seasons worked as a seasonal
- Whether or not the employee came with federal employment status (not including co-op)
- Number of years of college
- College major
- Whether or not employee possessed a seasonal law enforcement commission

Responses were received from 104 park areas (55% of the sample). Eighty-eight parks provided information on a total of 286 new hires into the 025 series. Another sixteen units reported that no one had been hired in the 025 series during the specified time period.

Although these 286 employees do not represent all those who were hired between January 1, 1985 and June 30, 1990, feel that they provide a large and representative sample of recent hiring trends, and much can be learned from who they are.

Furthermore, unlike the information derived by WASO from hiring statistics alone, these data provide information on the rangers *who are still employed*. In other words, the ones who were hired and subsequently resigned were not counted. What follows are some of the highlights of our findings:

- Sex: Males - 164 (57.3%), females - 122 (42.7%)
- Status through co-op: 24 (8.7%)
  - White - 13
  - Black - 6
  - Hispanic - 2
  - Asian - 1
  - Other - 2
- Status through other means: 47 (16.4%)
- New-hire sample by race or ability:
  - White - 260 (90.9%)
  - Black - 9 (3.1%)
  - Hispanic - 5 (1.7%)
  - Asian - 3 (1.0%)
  - Native American - 2 (0.7%)
  - Disabled - 3 (1.0%)
  - Other - 4 (1.4%)
- Possession of seasonal law enforcement commission:
  - Yes - 122 (42.7% — 90 males, 32 females)
  - No - 164 (57.3%)
- Entrance job category
  - Protection - 114 (39.9%)
    - Male - 90
    - Female - 32
  - Interpretation - 128 (44.8%)
    - Male - 51
    - Female - 77

- Resource Management - 12 (4.2%)
  - Male - 9
  - Female - 3
- General - 23 (8.0%)
  - Male - 16
  - Female - 7
- Interp/RM - 3 (1.0%)
- Protection/RM - 6 (2.0%)

The survey also addressed the question of how many years of college the new 025 hires had and how many seasons they worked for the National Park Service before being hired in a permanent position. Below is a table showing the average number of years of college and the average number of seasons worked, broken down by various demographic categories:

	Average Years College*	Number of Seasons Worked
All 025s (N = 286)	4.08	5.78
Males	4.06	5.95
Females	4.11	5.55
White males	4.13	6.06
White females	4.15	5.91
Minorities	3.54	3.62
Co-op students	4.12	3.58
Joining with status	4.55	6.89
Joining with a seasonal commission	3.95	7.11
Joining with no commission	4.18	4.79
Joining with protection	3.84	6.54
Joining in interpretation	4.38	5.39
Joining in general position	3.26	4.87
Joining in resource management	4.58	5.75

\*In our sample of 286 new hires, 56 (19.6%) reported that they had less than four years of college. Sixteen had no college at all.

Another question that is often asked is, “What is the best college major for someone interested in becoming a ranger in the National Park Service?” Although that particular question is impossible to answer, our survey indicates what the most popular majors appear to be. The following is a list of the most common majors reported by survey respondents. It should be noted that a reported major does not necessarily mean that the respondent actually completed a baccalaureate in the area:

College Major	Percent of Total Sample
Parks and Recreation	13.4%
Biology	11.3
Conservation, Resource Management, Natural Resources	9.9
History	7.5
Wildlife Management	5.8

Forestry	5.2
Social Sciences	4.4
Criminal Justice	3.8
Environmental Science	3.1
English	2.7

For the person aspiring to become a permanent park ranger, what general conclusions can be drawn from our findings?

1. It appears as though a four-year college degree is certainly warranted.
2. Unless the person is a minority or a co-op student, he or she can expect to work about six seasons before obtaining a permanent position.
3. Attending a seasonal law enforcement school and obtaining a seasonal commission is, contrary to popular belief, not necessary for being hired for a permanent position. In fact, only about 43% of the 025s in our sample held seasonal commissions, and the ones who did worked an average of almost two more seasons than those who did not. This

is not to imply that seasonal commissions are not valuable for some entrance level positions, but they don't appear to be the norm.

4. Those who were hired because they already possessed career status appeared to have no advantage over other new hires when length of tenure as a seasonal was used as a criterion.

5. Successful applicants have generally majored in academic disciplines that are intuitively associated with work in the National Park Service. Parks and recreation and biology majors accounted for one quarter of our total sample. Based on these data, it seems that the following disciplines should be strongly considered if the National Park Service decides to institute a positive education requirement for qualification as an 025: parks and recreation, biology, conservation, resource management, natural resources, history, wildlife management, and forestry.

In closing, it is important to remember that these data are descriptive of a large sample of rangers hired over the past five years, that these rangers are still on the job, and that their demographics may be different from those hired during the next five years. Changes in the agency's management philosophy toward hiring, budgetary concerns, and economic conditions could all impact on the profile of the entrance-level ranger. The recent discussions about "025 position management," the rebirth of the ranger intake program, the new "Administrative Careers with America" program, and the plan to hire Job Corps graduates into the permanent 025 series are four such examples.

Nonetheless, the picture painted by the survey of new Park Service rangers is certainly informative and offers valid information on what new rangers will look like in the near future.



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Looking Back

## The First Awards for Heroism

Butch Farabee  
Padre Island

On August 9, 1888, private John Coyle of the 22nd United States Infantry was on foot patrol at Yellowstone's Castle Geyser. Only 19 days before, he and his colleagues — who called themselves the "Immortal 15" — had arrived from Fort Keogh, Montana Territory. The soldiers were still a little unsure of what was expected of them; the 6,000 visitors to the park that year were proving to be a new and interesting challenge.

Contrary to park rules — and common sense — an adventuresome lass had climbed the geyser cone to look inside. A wind shift suddenly enveloped her in a cloud of steam, confusing and terrifying her. Unable to safely descend and fearful of falling into the geyser's yawning vent, she screamed out for help.

Fearing the worst, the young soldier dashed up the steep wall of the wet and slippery geyser cone. Coyle wrapped his blue coat around the frightened woman and brought her down unharmed, but seriously scalded his face in doing so.

On August 25, 1888, Orders Number 52 were issued by Army headquarters. They began: "The colonel commanding is pleased to announce to the regiment an act of heroism and gallantry..." Citing details of the incident and the reasons for Coyle's recognition, the colonel concluded by saying that "such commendable and exemplary conduct entitles Private Coyle to great praise and the thanks of the regimental commander are hereby extended to him."

As a result of this act of heroism, which entailed a risk of serious injury and possibly death, Coyle eventually was awarded a silver medal from the United States Lifesaving Service. Private John Coyle thus became the first person to be formally recognized for a rescue within a National Park Service area. Almost forty years would pass before the second would take place...

A form of NPS "valor recognition" was first suggested to the Director by an officer of the Zion National Park Lodge for a trying rescue in Zion in June of 1927:

"Everyone is praising the work of the Rangers and Park Service men, including yours truly. They are so

*This article is excerpted — as have others in previous issues — from the history of search and rescue in the NPS which Butch is currently completing.*

modest about it all. They risked their lives *many times*. . . [S]uch work as this should not go unnoticed by the heads of the Department. There should be a medal of some sort for this kind of service."

Nothing more happened until July 24, 1929, at which time the first citation for heroism ever issued by the Department of Interior was made by Secretary Wilbur to park ranger Charles E. Browne. The incident leading to the award came about thusly.

For seven hours, chief mountaineering guide Brigham, apprentice guides Greathouse and Strobel, and their three inexperienced clients, Bradshaw, Weatherly and Wetzel, had been forcing their way from Camp Muir up the side of 14,410-foot Mt. Rainier. Although the day had begun with great weather, storm clouds soon capped the peak; the winds grew so fierce that for the last 100 yards they all had to crouch low and crawl the remaining distance.

Leon H. Brigham, a veteran of 45 Rainier ascents, said the blizzard that engulfed them was "the worst that I have ever experienced. . . particles of ice swept into our faces and eyes. It was necessary to chop steps all the way up."

After only ten minutes inside the summit crater they grew numb and started down. Strobel lost his footing and started to slide. He later recounted what happened next:

"I am unable to say what caused me to lose my footing. I may have been blown over, jerked off my feet, or missed a step. . . As we went down the steep snow and ice I screamed. Greathouse tried to dig his axe in but in vain. In an instant we were all being swept down at a great speed. I got but one glimpse of the side of the crevasse as we went over and in. I welcomed the darkness and the shelter of unconsciousness. When I awakened my first thought was to get from under the individuals piled on top of me.

"We were all in a terrible daze and had to move very slowly. We realized that there was extreme danger of the great blocks of snow and ice coming in from overhead or the false floor that we were resting on caving through. All about was porous and rotten snow and ice. Some seventy-five feet above and to the right I could see light. . ."

Miraculously suffering only bruises and cuts, Strobel somehow climbed out from his almost-tomb and went for help.

Temporary ranger Charlie Browne loved the mountain and he loved to climb. The 33-year-old was tough and wiry after

## Ranger Given Hero Award



Secretary of the Interior Wilbur has issued the first citation for bravery to come from the interior department to Charles B. Browne, a park ranger in the Mount Rainier National park, for his valiant efforts in the rescue and recovery of bodies of a party of climbers who fell into a crevasse, injuring four and killing two of them. Browne, after aiding the living, was lowered into the crevasse and at the risk of his life recovered the body of one of the victims.

*Newspaper clipping from the Denver Post of July 29, 1929.*

seven years at sea. When the dazed Strobel stumbled into Camp Muir, the new ranger quickly reacted. Gathering what he could, he pushed out into the blinding storm.

When Brigham regained consciousness, he found Greathouse lying on his side; labored and shallow breathing were the only signs of life. Bradshaw and Weatherly were barely conscious, Wetzel was gone and so was Strobel.

Brigham, who had years of experience and a strong instinct to survive, prepared to

face the ordeal ahead. "It is impossible to judge the exact time that we were in the crevasse," he later reported. "It was at least two hours. Nine hours were required to make the trip from the crevasse to Muir, and in crawling most of the way, Bradshaw and I were unconscious a good part of the time."

The news of the disaster was quickly carried down to Paradise Ranger Station, and within an hour a rescue party was moving up. District ranger John Davis (the father of Jack Davis, the current associate director for operations), three alpine guides and four others packed stretchers, ropes and first-aid gear, then quickly headed out.

The rescuers soon found the two badly injured men, already checked by ranger Browne. Urged by Brigham to reach those still above, Davis climbed onward into the gale.

Browne by this time had found a "shocky" Weatherly and helped him down the steep, icy chutes below Camp Comfort. Then, believing the man to be sufficiently safe to leave, Browne went back to Greathouse and Wetzel.

Faced with an unrelenting blizzard, Browne was lucky to find the correct crevasse. He soon discovered drag marks leading away from the hole. Following these a half mile down the Ingraham, he found Wetzel unconscious, his clothing nearly torn from his body, and apparently breathing his last. Browne could not move Wetzel, so he dug a trench in the snow and rolled him into the hole to keep him from falling farther down the steep glacier.

The main rescue team continued upward in the dark. Not knowing which crevasse was correct, they looked at each as they crossed it. But, after three hours of nothing, they returned to Camp Muir; two weary hours of step-cutting later, Browne joined them.

On the next day, a party led by mountain guide Johnny Day located Wetzel — dead. While lowering the body, it slipped from their grasp, fell into another crevasse, and was retrieved with great difficulty.

After several fruitless days of trying to find Greathouse and prevent more loss of life, the guides asked that no further attempts be made. Four days after the tragedy, however, Superintendent Tomlinson dispatched a team of 12 experienced mountaineers, with Charlie Browne as the leader:

"We felt the situation was almost hopeless. Many tons of ice had fallen into the crevasse. . . . We finally decided that there was only one thing to do if the body was to be recovered — to crawl through the hole in the snow and be lowered into the pit. We had a conference then. We all agreed it was a foolhardy thing to do — but all of the fellows volunteered to go down.

"As I was in charge, I thought I should go if anybody did. . . . so they let me down. They used a ninety-foot rope, and I guess I went down all but twenty feet of it. Then I found the body, buried in the ice and snow. I could only see his shoulders, the back of his head and. . . left arm. . . .

"Where he was lying there was a sort of false bottom and I decided it was likely to fall farther into the crevasse, so I put a rope around the body before I started. . . ."

For his untiring efforts on that rescue, Charlie Browne received a promotion and pay increase — from \$1,740 to \$1,800 per annum. He also received the Seattle-based Mountaineers' prestigious sterling silver Acheson Cup, "awarded each year to the Washington member accomplishing the most notable achievement in mountaineering for that year."

Then, on September 27, 1929, Browne received a permanent appointment as a National Park Service ranger from the president of the United States, Herbert Hoover.

Browne's citation for valor was followed in 1930 by "official" recognition of the idea that a regularly bestowed valor award would be appropriate.

The idea surfaced during the review of a possible valor award for Sequoia trail crewman Norman Clyde, already a legend in Sierra mountaineering for his efforts in locating the body of a young man lost on Mt. Whitney.

Although Clyde eventually received a letter of commendation, acting director Cammerer wrote in an associated memo that "perhaps. . . it is time to start a roll of honor for special citations."

*(To be continued in the fall Ranger.)*



## Celebrate the 75th with the RANGEROONS®

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

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

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

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

## 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: 585 Holmes Avenue, Ventura, CA 93003. Phone: (805) 650-7743 (home).

A recent incident in a western NPS area raises questions that rangers should consider for themselves before being faced with similar situations. In this case a patrol ranger stopped two vehicles, and cited both operators for "55 in a 45 zone." Some distance behind the two vehicles the ranger had seen them pass another car in a legal passing area and assumed they had to speed to pass, when in fact the overtaken vehicle was traveling at less than 30 mph. The other drivers knew the ranger was there and passed legally. By the time the ranger got around several vehicles and began to overtake the target cars, he was nearly a mile behind and had to run considerably over the speed limit to catch them. He had only a speedometer to clock speeders.

Both drivers told the ranger they had seen him and deliberately drove at the speed limit — which was true. The ranger cited them anyway, saying he had clocked them at "well over 55" — which was not true, although he may have driven at well over 55 to catch them. One driver identified himself as an NPS employee who had worked in law enforcement for many years and felt the enforcement action was being poorly handled.

The next day the park area's chief ranger called the cited NPS employee to apologize and tell him the ticket was voided. End of case? I don't think so. Several important questions remain. What action should a ranger take if he only thinks a violation has occurred? In this instance, I believe the ranger truly thought the drivers had to speed to pass, but he couldn't prove it — because they didn't, and he was never in a position to get a good clock with a speedometer. Believing what he did, a stop and a warning may have been in order. Citations were not. The benefit of the doubt goes to the visitor!

Next question, should the citations have been voided? I think so — but *both* of them, not just the one to the NPS employee. I don't know if that was the case or if only the employee's ticket was dismissed for "professional courtesy." The issue of professional courtesy is another question

rangers must answer for themselves. If you recognize it as a reason for avoiding law enforcement action, when is an infraction serious enough not to warrant such a courtesy?

ANPR seeks to promote increased professionalism among rangers. Issues similar to the ones exhibited by the preceding incident happen every day. The way they are resolved says a lot about professionalism. We should teach, think about, and talk about the "what if" in more than just emergency situations.

### 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).

The membership has voted in favor of restructuring the board of the Association. I believe this is a real step toward making the board a more functional unit, while allowing a more equitable division of labor and a chance to involve more members. The Association is still a member-driven organization, and this new structure will work only if all members are willing to participate and help make it effective.

It is not too early to start thinking about who should be nominated for the next election. There will be some vacancies on the board. Please don't be shy about running for an office. If you think that you want to be on the board and participate, get someone to nominate you and run.

### 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).

Ralph Waldo Emerson defined heroism as "an obedience to a secret impulse of an individual's character." He further suggested that one should "judge of your natural character by what you do in your dreams." ANPR is comprised of individuals who dream and allow their dreams to flow through to the natural character that becomes ANPR.

Dreams accomplish wonderful things. The ranger museum is a testament to a dream. ANPR's position and action to achieve enhanced annuity benefits for firefighters and law enforcement rangers remains a just cause. Despite adverse action, ANPR can consider its successes in the battle for twenty year retirement. Dreams do not become reality without extensive efforts to secure their promotion. Most requests for volunteer and financial support are directed

at some emotional issue appealing to the heart more than good judgement. While one cannot help but attribute a certain amount of passion to these issues, ANPR appeals to intelligent and well-informed members who are not afraid to respond to their dreams.

Donations for the ranger museum are still being accepted and encouraged to help meet future needs. Payments for enhanced annuity guideline packets are needed now more than ever. Your support in this area is necessary to complete and preserve these dreams. Nevertheless, dreams are supported by more than money. Whether it is obedience to a secret impulse or admiration for ANPR's accomplishments, ANPR's members have demonstrated the natural character essential to champion their mission. Is ANPR comprised of heroes? I wonder what Emerson would conclude.

### North Atlantic Regional

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

I have received numerous responses concerning which ranger issue is of chief concern to NAR members. The responses were varied and thoughtful. Essentially, however, the overarching area of concern was human resource issues: 1) professionalism and pay, with many of the concerns pertaining to the Director's workforce initiative; 2) training, especially supervisory training; 3) OPM permanent hiring regulations as they relate to seasonal employees.

**Professionalism and Pay:** Many NAR employees have been actively involved with the workforce initiative, and substantive changes in it have taken place in the past six months. Caroline Keinath at Adams has been quite active, and is willing to share her insight into the program with others. She also advises that the position management course will be offered in this region during the fall and that this course is most beneficial to those seeking to implement a proper grade structure in their organization.

**Supervisory Training:** Dale Thompson at the Albright Employee Development Center says supervision remains a big component of the ranger skills course. Dale provided me with a current course syllabus which I can provide to any who wish to review it. Dale also revealed that plans call for supervision to be a major part of the new intake program. My recommendation to NAR members is to insert a supervisory training component into any training you may be planning. The training should complement the program you. For example, training to help supervisors communicate with employees about drug testing and background checks should fit in nicely with a 40-hour law enforcement refresher, and such a com-

*Continued on page 24*

**Rendezvous XV in Myrtle Beach: "Shared Visions for the Future"**

The plans and program are well underway for Rendezvous XV, which will be held Friday, November 8th, through Tuesday, November 12th, at the Myrtle Beach Hilton in South Carolina.

The spring issue contains information on travel to and points of interest in the Myrtle Beach area. Executive Travel (1-800-237-6735) can make all your travel arrangements, and your continued patronage will insure additional financial support for ANPR.

The Myrtle Beach Hilton, which has just completed a series of renovations, is known as the "Grandest on the Grand Strand." This 392-room hotel offers a 600-foot beachfront and pool deck, gourmet restaurants, poolside terrace, rooftop nightclub, lighted tennis courts, and their very own Arcadian Shores Gulf Club. 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 1-880-248-9228. October 7th is the deadline for reservations at this special rate. Cancellations must be received 72 hours in advance of arrival for refund.

**Pre-Registration**

According to Kathy Loux, last year's special Rendezvous pre-registration mailing worked so well that we'll be doing it again. The reason for this new approach is multiple. The special mailing is more timely, has the most current Rendezvous agenda, and produces more pre-registrations by serving as a reminder that it is time to pre-register. Let's make Kathy's and the Rendezvous coordinator's jobs easier by pre-registering! You should be receiving that mailing in mid-to late August.

**Agenda**

Rob Arnberger of Big Bend, the Rendezvous program coordinator, has set the theme of this Rendezvous as "Shared Visions for the Future." We will again be meeting jointly with the Association of National Park Maintenance Employees. Their conference will run from November 7th to the 10th.

The full agenda will appear in the special mailing in August, but here are some of the high points:

- Keynote speakers include Director Ride-nour; Nat Reed, a well-known conservationist and former Assistant Secretary for Fish and Wildlife and Parks; Dr. Irv Zube of the University of Arizona, who will speak

on "Partnerships Beyond Park Boundaries"; and Jeff DeBonis, president of the Association of Forest Service Employees for Environmental Ethics, whose presentation is titled "A New Resource Management Vision of the Future: Economical and Ecologically Sustainable Management of Our Natural Resources."

- Workshops on wildlife law enforcement, basic media skills for field rangers, GIS and global positioning systems, interpretation of significant issues, management of submerged cultural resources, international affairs, the new intake program, creative solutions to park protection issues, legal and policy opportunities in managing NPS resources, environmental ethics, and updates on protection, interpretation, cultural resources, and science and natural resources.

- Social activities include a "fun run" with a beach view; a trip to Fort Sumter or participation in either a golf tournament or pistol match (tentative) on Sunday afternoon; a barbecue and DJ dance on Sunday night; and the annual dance with a band on Tuesday night.

**Raffle**

Now's the time to be working on or obtaining raffle prizes. The raffle is a highlight of every Rendezvous and is not a success without your support. If you can't bring your donation with you, you can mail or UPS it to Bill Supernaugh, FLETC, National Park Service, Building 64, Room 213, Glynco, GA 31524 or call him at 912-267-2246 to make arrangements for the hotel to receive it directly.

**Babysitting**

Babysitting service is available from the Hilton. You'll need to contact them directly upon your arrival to arrange individual times.

The Rendezvous Committee has read the evaluations from Ranger Rendezvous XIV and we are working on those suggestions which are appropriate and which we have control over. We wish to thank everyone who contributed and we would be happy to have any of them work with us to try and implement their suggestions.

See you on the beach!

Jeff Ohlfs  
Joshua Tree

**Pre-Rendezvous Training Opportunity — Incident Commander: Emergency Response**

From Hurrigan Hugo to the Alaska oil spill... from the 50th anniversary of Pearl Harbor to Gettysburg's 125th anniversary celebration... "Incident Commander: Emergency Response" is a must for on-scene incident commanders. Use effective incident management techniques, develop and implement practical incident action plans, organize and manage emergency operations when time is critical, decision-making is difficult, and response resources are limited. Exercise your new knowledge with actual scenarios, including hazardous materials spills, floods, rescues and special events.

If you act as an incident commander in your park, or if you are responsible for managing emergencies or special events, this

course is for you. Improve your management effectiveness and increase your operational efficiency by using ICS and applying contemporary leadership and emergency management techniques.

ANPR is sponsoring "Incident Commander: Emergency Response" training at Myrtle Beach, on November 5-7, 1991, immediately prior to the Rendezvous. We have negotiated a 30% tuition discount for all ANPR members. The discounted tuition is \$160 per participant. The 24-hour course will be taught by National Association for Search and Rescue instructors. Registration deadline is October 11. For more information, contact Paul Anderson at (703) 999-3400.

**Incident Commander: Emergency Response Course Registration**

Name: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 City/State/Zip: \_\_\_\_\_  
 Phone: (W) \_\_\_\_\_ (H) \_\_\_\_\_  
 Payment: \$ \_\_\_\_\_ Check or Money Order: \_\_\_\_\_

Mail to: Debbie Gorman, P.O. Box 307, Gansevoort, NY 12831

Registration Deadline: 10/11/91

ponent then could be used as springboard to more elementary training, if such becomes necessary.

**OPM:** All know that OPM is a very tough organization to deal with. However, the issue of OPM restrictions as they apply to seasonal employees interested in permanent positions is a worthy one to pursue. I have some basic ideas about this issue; if you do also, please contact me and we can discuss them.

The second question which I put to the NAR membership was how best to increase ANPR membership in the region. Again, I received numerous and thoughtful responses. Unlike the answers to my issues question, the responses were of one mind: *Publicize ANPR!!!* I was floored by the number of folks unaware of this organization, what it is involved in, and what it is capable of doing for them.

I have made an effort to "talk up" ANPR whenever I have the opportunity and am considering a plan to distribute ANPR's snazzy new brochure to members in the region so that they can provide them to non-members. As with other areas, if you have suggestions, give me a call.

### Mid-Atlantic Regional Rep

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

As mentioned in the spring issue, I have sent letters to all MAR park reps, asking them to organize small social events that would help bring park ANPR members together and possibly attract new members. As you can see from the "Chapter" report below this was done in February at Assateague with encouraging results. I am anxious to hear from other areas that have given this a try.

In regard to the NPS 75th anniversary celebration, I have looked over the ANPR poster package Roberta D'Amico has put together, and hope we can find some way to support her efforts. I have also contacted World News Tonight (ABC) about doing a "Person of the Week" feature on the NPS ranger/employee that would air during the week of August 25th. I am in the process of drafting a letter to the producer, which will be reviewed by Rick in the near future.

I spoke to Debbie Gorman a few weeks ago about her plans to draft operating procedures for conducting a regional rendezvous. I fully support her efforts and will be reviewing her proposal for comments sometime in the near future. Along those lines I am still looking for volunteers (program coordinators, etc.) to help begin preparations for a regional rendezvous in this region in the spring of 1992. I hope to speak to Will Morris sometime soon about combining this effort with one at NCR.

Aside from this trivial information I am happy to report the birth of another po-

### Chapter News and Notes

Have you gotten together with other park members of ANPR to talk shop or socialize? Have you arranged a meeting with members from another park? Have you taken a trip together or worked on some beneficial project under ANPR auspices?

If you've had such a gathering or are planning one in the future, then why not organize yourself into a chapter, appoint someone as coordinator, and let other folks know what you're up to by sending along chapter notes for publication in *Ranger*? We'll run them as separate reports by park under your regional rep's report. You might also send along black and white pictures with captions — particularly shots of your group at work or play.

You'll see the first such report from Assateague Island under Mid-Atlantic Region in this issue.

ANPR can only work if you keep it alive at your park. This is *your* opportunity to start the ball rolling at home and let other members hear about your ground-breaking efforts.

tential ANPR member on April 16th. Mary gave birth to a 7 pound 8 ounce boy, and both she and Kevin Patrick are doing great.

### Assateague Island Chapter

The Assateague Island Chapter of ANPR held its first meeting on February 22nd of this year. The meeting was held strictly as an informal social gathering to bring the membership together. There were 13 people in attendance, and we spent the evening looking at slides from our previous NPS assignments and enjoying desserts. Everyone was encouraged by the attendance, and we planned on another get-together this summer.

Tom Chisdock, Coordinator

### 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).

The summer months of the NPS 75th anniversary year are upon us, and I'm sure we're all very busy with our jobs. This is still a good time to think about the ideals on which the Service was founded, and the enthusiasm that motivated us to become ANPR members. During these busy months, take the time to talk to folks in your office or park who might not be aware of the good work of the association and the part they can play in ANPR. I can send you ANPR brochures or copies of *Ranger* to help you make your pitch; just call me or drop me a line. Become an active recruiter!

I've taken the opportunity to promote ANPR at a recent NCR interpretive skills course and at the NCR-MAR recreation fee management training held in April. At training courses, a stack of ANPR brochures and a well-voiced commercial can help get the message to potential members.

Obviously, it's the right time to start planning to attend Rendezvous XV. Since Myrtle Beach is relatively close to our region, I'm looking forward to seeing a stronger NCR turnout than at past Rendezvous sites. I will be contacting you to find out your concerns and interests.

By all means, take the initiative to call me or write a letter. What does membership in ANPR mean to you? Think about all that ANPR has done for the NPS and our profession; let's become more involved in the efforts of our association!

### Southeast Regional Rep

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

With Rendezvous XV just around the corner, our committees can use your help. Check with the person chairing the committee you're interested in and provide assistance. We can only meet our committee work goals with your support.

Bill Supernaugh is our Rendezvous XV site coordinator. Scott McElveen has volunteered to assist Bill, but his distance from Myrtle Beach means his help will be limited. If you can provide Bill Supernaugh with any assistance, call him at FLETC.

### Midwest Regional Rep

Representative Ray Brende, Pictured Rocks. Address: P.O. Box 265, Munising, MI 49862. Phone: (906) 387-5201 (home) and (906) 387-2607 (work).

Having just been chosen to replace Carl Douhan who transferred to NCR, I haven't had an opportunity to work on any mailings or call about any issues. I encourage each Midwest member to set a goal of talking to one non-member per month and trying to get him or her to join our ranks. My summer goal is to use mailings to contact all of the parks in the region.

### Rocky Mountain Regional Rep

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

By the time you get this issue of *Ranger* I hope to have published the second issue of the *ANPR RMR News Flash*. I will make every effort to produce one issue between *Ranger* publications in order to address news items from my work within ANPR as well as information from regional members. Any other comments on effectiveness or contents are welcomed.

I like regional members to think about several issues prior to the Rendezvous board meeting. One is the possibility of a regional mini-Rendezvous for 1992. This topic has received prior discussion but has never been seriously considered primarily due to the size of the Rocky Mountain Region. The idea has been brought up for consideration generally during years when the "big one" is held far from the region. We certainly want to encourage participation in the "big one," but the idea for a mini-rendezvous does have merit.

I have also received comments concerning the time of year for the Rendezvous. Traditionally, it has been held in the fall but this time of year conflicts with hunting season for many regional members. I realize there is no ideal time for everyone but there may be some solutions for consideration that won't affect the same group of members every year. I will discuss this problem at the ANPR Board meeting at Rendezvous XV, and would like to hear from regional members who have any solutions to this problem.

I'd like to hear from regional members who have comments on any aspect of ANPR. I am your representative; let me know what your concerns are.

### Southwest Regional Rep

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

We're on a roll! Southwest Region is well on its way to accomplishing three goals from the "Towards 1993" objectives that we vowed to fulfill. Flip Hagood in WASO has been contacted to assist in the gathering of alternate training sources for our catalog. Ten training categories have been established, along with category leaders. My thanks to all who helped with this project!

Barb Maynes and I put together an ANPR recruitment display at the Women's Conference held in New Orleans from April 2-4, 1991. There were approximately 450 participants. All of the extra *Ranger* magazines and at least 100 brochures disappeared! Please contact Barb if you are interested in borrowing the pictures, text, etc. for a display concerning ANPR.

### West Regional Rep

Representative Dan Mason, Sequoia. Address: Ash Mountain, Box 63, Three Rivers, CA 93271. Phone: (209) 656-3647 (home) and (209) 565-3341 ext. 711 (work).

### 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).

*Continued on page 27*

## Committee Reports

### Retirement

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

*"For Age and Want  
Save While You May  
No Morning Sun  
Lasts a Whole Day"*

- Benjamin Franklin, 1758

If you saw the last issue of *Ranger*, you read that financial planners agree that 70-80 percent of pre-retirement income will be needed to maintain a comfortable, retirement life-style. The sooner a *serious* retirement plan is executed, the more assurance that the objectives of a plan will be achieved. The older a person becomes, the more difficult it is to build a good financial base for retirement. Youth possesses one of the greatest investment assets — *time*. I would consider this column a success if I could convince just a handful of younger readers to forego going into debt for that first new car and start a deferred savings investment plan instead. No matter what the age — *it's never too early to start! Here are the keys to successful retirement planning:*

1) Figure out how much money you will need or want to have; 2) Make the most out of tax deductible and tax deferred investments; 3) Don't try to outwit or time the market; 4) Invest in good solid securities and stay in for the long haul; 5) Treat your savings like a bill — *Pay yourself first!*

*Here's where you should be in your retirement planning at different ages in your life:*

**Age 25:** A little bit saved early works harder than a lot saved late. Employees should start immediately to invest fully in the government "thrift savings plan" (TSP) which is the tax deferred and tax deductible retirement option for all government workers. This is a "slam dunk" investment. For those in FERS, the government matches half of what you provide when you contribute 10 percent to the TSP. That's just like getting a 5 percent raise — tax free. For CSRS folks, 5 percent can be invested, but with no government matching. However, contributions are tax deductible and the interest earned is tax deferred.

Those of you in the FERS plan will be eligible for Social Security. Don't count on this to provide enough for a comfortable retirement. Social Security was established only to be a supplement to retirement needs.

Since the readers of *Ranger* are covered by a retirement plan, and since much depends on your income, Individual Retirement Accounts (IRAs) may be only partially eligible or provide no tax deductible advantages. Even so, the advantages of tax de-

ferred interest compounding offsets the disadvantages of nondeductibility.

Set up a college fund when your children are born in order to take the maximum growth potential of interest compounding and use the Uniform Gift to Minors Act. Take advantage of dollar cost averaging by investing monthly in U.S. savings bonds or a *no-load* mutual fund to create a college fund. My choice would be *no-load* mutual funds.

**Age 35:** This is the critical age where you *must* begin financial retirement planning. If you wait longer, it will be harder to save. You should be investing the maximum in the TSP for tax deferred investment. Two thousand dollars (or more if married) should be regularly invested in an IRA. If you plan to buy property or a home, you may want to do it soon, or you could still be paying for it after you retire. Try to save about 10 percent of your take home salary, over and above the TSP, for retirement. Experts say this is generally enough to get your retirement plans rolling, but not so much that it will derail your day-to-day finances.

**Age 45:** Invest more, but in lower-risk investments. If possible, try to increase the amount you are investing — up to 25 percent of your total salary. By now your IRAs and TSP should begin to look good, the total approaching six figures (if you started early). If you haven't started saving for retirement you must begin a crash program immediately. See a *fee-only* financial planner to make sure your finances are in order so you'll be able to afford retirement in 20 years. Many couples may experience a windfall within the next 10 years as children graduate from college and leave home, so expenses can drop sharply. In addition there could be inheritances from deceased relatives. Experts say this is a good time to make further investments, now almost painless, because you have the extra money and are accustomed to living without it.

**Age 55:** Savers should start lessening their dependence on more volatile investments. A sharp focus should be on planning for a retirement location and maximizing your property investments. Learn about investing in treasury securities for your surplus cash. They are safe, pay comparable interest to CD's, and are liquid. Beware of insurance wares such as annuities and other life insurance products. They make lots of money for the insurance industry.

*Remember: Never, never, invest in anything you don't understand!* I recommend a great book called *Get Rich Slow*, by Tama McAleese (\$8.95, 213 pages, Career Press). The title says it all.

If anyone has any questions on retirement or suggestions for future topics dealing with retirement please drop me a line or give me a call. I would be happy to confer with my "sources" and respond accordingly.

## Vacancy Announcement: Editor, *Ranger*

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

### General Statement of Responsibilities

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

### Description of Duties

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

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

- Writing — Writing assignments include the following:

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

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

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

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

### Contract

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

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

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

### Supervision

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

### Requirements

The applicant must demonstrate:

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

### How to Apply

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



## Seasonal Insurance

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

- a major medical plan which provides comprehensive health care benefits for you and your family, with up to \$1 million maximum lifetime benefits per insured person, a choice of deductibles, affordable group rates and comprehensive benefits both in and out of hospital;
- a supplemental hospital plan which provides up to \$100 per day in cash to help pay for those extra, "out-of-pocket" medical expenses your basic insurance doesn't cover and offers a choice of daily cash benefits up to the above noted ceiling, optional spouse and dependent coverage, affordable group rates and guaranteed acceptance if under age 60 and actively at work;
- a Medicare supplement plan which helps fill the gaps in Federal medicare benefits;
- group term life insurance up to \$150,000 maximum coverage, with optional spouse and dependent coverage, and affordable group rates.

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

### Family continued

### Missing Members

If you know where any of the following are, please get in touch with Debbie Gorman (Box 307, Gansevoort, NY 12831). For one reason or another, the post office is unable to deliver mail to them. Their last known addresses are listed:

Gary Bremen	Chesterton, IN
Stephen Taylor	Gettysburg, PA
Nate Inouye	Fort Collins, CO
Jason Jarrett	Bozeman, MT
Gordon Pfister	Renton, WA
Alan Barton	Seattle, WA
Christine Lane	Elkton, VA
James Youngblood	Driggs, ID
Greg Gammon	Atlanta, GA

**Board Reports** *continued*

It's been a busy spring! Since March, I've been to Washington, D.C., Harpers Ferry, New Orleans and Mexico! Home was starting to feel like a strange place, so it's good to be back to working on some things again!

It's been a busy spring for ANPR in our region as well, especially as far as recruiting goes. In early March, ANPR and the Association of National Park Maintenance Employees (ANPME) co-sponsored an evening social during a week-long workshop for division chiefs. Since I was in Harpers Ferry at the time, Bruce Edmonston and Kathy Jope took over the show. They put a lot of energy into making the social a success and helped to spread the word about our two organizations. Scott Ruesch, the regional rep for ANPME, was extremely supportive. It's good to see our two groups work jointly on the regional as well as the national level.

In addition to the social, Bruce and Kathy gave short presentations about ANPR to the two regional law enforcement refresher courses this spring.

Cindy Ott-Jones and I put together an exhibit concerning the Association that we displayed at the Women's Conference in New Orleans. The exhibit includes color photos of NPS employees doing a variety of jobs, as well as a few short descriptions of ANPR and the benefits of membership. The exhibit is portable and easy to set up as long as you have a display panel that velcro will stick to! If anyone would like to use it (to take to training or conferences, or to display temporarily at your park), just let me know and I'll be happy to send it out.

I'll have more to report next time, as I'll actually be spending the next few months in the park! Have a great summer!

**Alaska Regional Rep**

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

**Parks Under Siege** *continued*

In the absence of enough money, why should we be taking on new kinds of areas to manage? With staff spread so thinly, should we close some parks to visitors while the available staff try to take care of some of the maintenance and resource problems?

"We need to keep our great tradition in mind while asking ourselves what we want to look like 25 years from now," Smith says. "The best way we can observe this 75th anniversary of the agency that administers this system is with a realistic vision and rededication to keeping the parks alive and well for future generations to enjoy."

**Association of National Park Rangers**

*Important:* Please specify  New Membership  Renewal

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

Name (last, first, MI): \_\_\_\_\_ Title: \_\_\_\_\_

Box or Street: \_\_\_\_\_ Division: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

**Important Notice**

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.

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

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

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

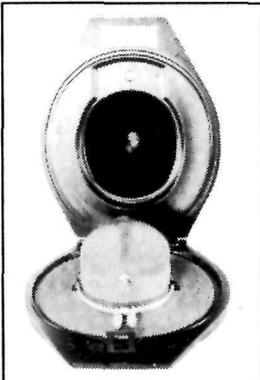
Voluntary contribution to the Ranger Museum: \_\_\_\_\_

\*Life payments may be made in five installments of \$75.00 individual, or \$100.00 joint, each within a 24 month period.

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

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