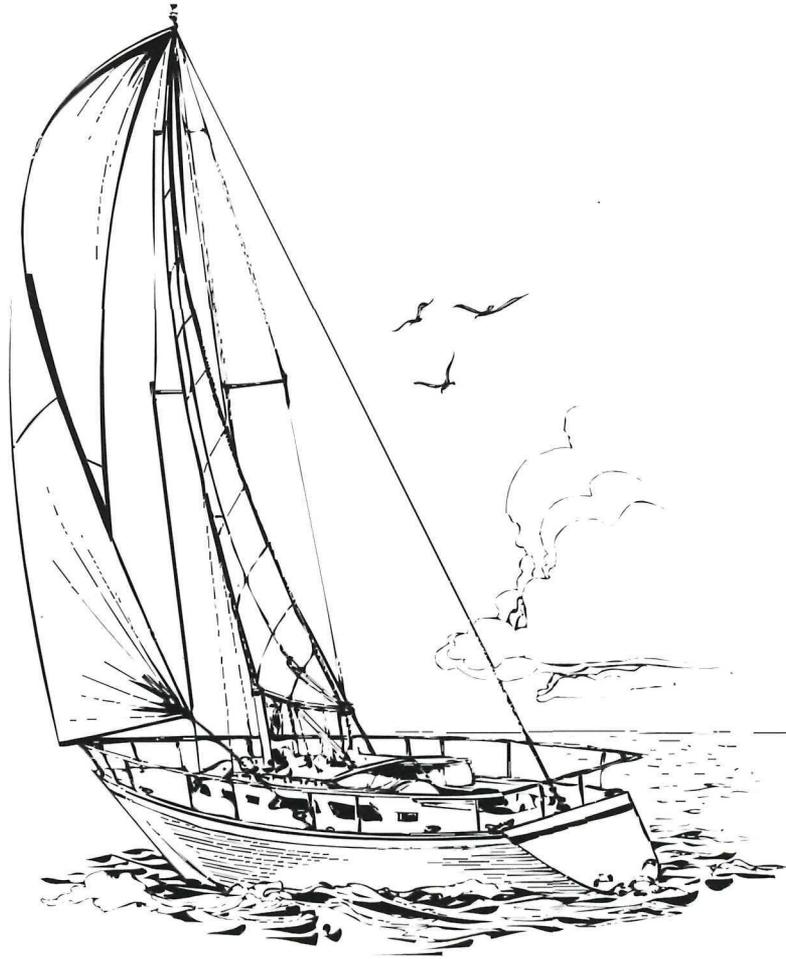


# RANGER

The Journal of the Association of National Park Rangers

Vol. XIII, No. 1 Winter 1996-97

## ❁ Ranger Rendezvous XX ❁



## ❁ Corpus Christi, Texas ❁

Association of National Park Rangers • Nov. 5 – 9, 1996 • Association of National Park Maintenance Employees

## Letters

### Combining Disciplines

My good friend Brion Fitzgerald recounts his experiences as chief of both interpretation and law enforcement at Gettysburg (see "Combining the Disciplines: Chief Ranging in the '90s," page 2, Fall 1996 *Ranger*). While Brion has been very successful in a combined position, I am concerned that readers will draw the conclusion that this financially appealing arrangement should be implemented everywhere.

There is a widely held opinion that a good manager can manage anything. If this is true, why is the Park Service so reluctant to bring managers in from outside the Service? The simple truth is that we expect some familiarity with the business we are in from our managers. The question then becomes one of the level at which our managers become generalists, rather than specialists. I would argue that the park division chief level is not that place.

My concerns about combined division chief positions are based on the following observations:

► Selections for such positions are often based on the perceived need for a law enforcement commission, whether law enforcement activities predominate or not. This limits the pool of candidates (and talent) considerably.

► The expertise of one major discipline or another is missing at the superintendent's squad meetings. This means that decisions might not be based on full information.

► The division chief has to represent the park among his or her peers. This often results in the "combined" chief being spread thin and the park being underrepresented in activities vital to the interest of the park.

► The lack of expertise at the division chief level can mean that the quality of visitor services or resource protection suffers because staff do not receive needed mentoring and oversight.

It is not impossible for someone to be successful in a combined chief position. However, it is a risky enough proposition that we should use such positions cautiously and not as a handy expedient to save money.

Russ Smith  
Claymont, Delaware

### John Reynolds on Parkways

*Note: These are excerpts from a letter received by Dwight Rettie in response to his comments in the Fall 1996 Ranger.*

I have just read your letter in *Ranger* magazine in which you said, "The reason the present Administration supports divestiture of the Baltimore-Washington and George Washington Parkways is in large part because those divestitures were invented by Park Service officials." I need to set the record clear.

Although the idea of divesting these integral units of the National Park System may have been originated by some Park Service officials somewhere around the country, it was not invented by anyone in the Park Service in Washington, not even Schedule C (political appointment) employees.

I was here during that whole episode. The idea came down to us from someplace "upstairs" — whether in the Department of the Interior or in the Office of Management and Budget or someplace else, neither Deny Galvin nor I recollect, if we ever knew. What I do know is that the NPS, both career and political employees, opposed the idea from day one. We worked hard to try not to have it surface, but it did. Then we worked to not let it become reality. It won't. I'm happy to say I had a bit to do with that.

Now I realize that many in the NPS don't like some particular NPS areas, or some genre of NPS areas, and have said so to you . . . and say so to others. So some "official" may well have germinated the idea to get rid of the parkways. But it was no official here, and it was no official giving official views. Those of us around the Service who think they are doing the Service — or certain kinds of parks — a favor by advocating getting rid of them are unwittingly giving support, grist and solace to those who don't much like having a National Park System, rhetoric notwithstanding. Standards for future inclusions, however, are another story and need support. Retroactive application, as you point out, is nothing but destructive politically for our cherished System. Thanks for saying so. I'm sending a copy of this to *Ranger* magazine.

John Reynolds  
Former NPS Deputy Director

**More letters, page 28**



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# RANGER

The Journal of the Association of National Park Rangers

Vol. XIII, No. 1

Winter 1996/97

*Ranger* (ISSN 1074-0678) 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 or editorial adviser before submitting articles. Editor, Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401, (303) 526-1380 or fordedit@aol.com. Editorial adviser, Tony Sisto, (206) 285-8342 or (360) 699-9307 or anprsisisto@aol.com.

### Deadlines

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Submit copy to editor in DOS WordPerfect 5.1 or Microsoft Word 2.0 format on computer diskette, or send to editor's e-mail address — fordedit@aol.com.

### Change of Address

If you are moving, *please* send a change of address card to Debbie Gorman, P.O. Box 307, Gansevoort, NY 12831.

### Advertising

Rates and specifications are available for advertising in *Ranger*. Interested parties should contact the editor, Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401; (303) 526-1380.

## Table of Contents

### Rendezvous XX

Roundup .....	2
Speakers .....	3
George Hartzog's Address .....	6
Workshops .....	8

### Features

Mojave Plastics Investigation .....	12
DARE in the Green and Gray .....	17
ANPR Actions .....	14
ANPR Reports .....	15
IRF Update .....	18
Professional Ranger .....	19
Rendezvous XXI .....	21
In Print .....	22
All in the Family .....	26

## President's Message

*The following is an excerpt from ANPR President Deanne Adams' "State of the Association," a speech given Nov. 5, 1996, at Rendezvous XX in Corpus Christi, Texas.*

**I**n the year since we last met, at St. Paul, the volunteers who keep this Association alive and productive have given our members a year of hard work. The board of directors has grappled with how we can best do our jobs, and the result of our discussions and research is a proposal for a new board structure that each of you received at registration. We believe this structure will give us better tools for accomplishing our work as board members and we ask you to seriously review & discuss the proposal while you are here this week.

Providing education and training is listed in our purpose statement and we continued to be active in that area this past year. We have recognized the importance of that function in the board reorganization proposal, by dedicating one board member to Education and Training. Obviously, this annual Rendezvous helps meet our education purpose, with our workshops and training like Choosing By Advantages. We've received a grant from the National Park Foundation for an educational program for kids; Managerial Grid training continues to flourish under the direction of Bill Wade, with two courses completed and a third scheduled; and Frank and Kathy Betts have given 34 complimentary retirement workshops in the past 18 months, with hundreds of Road Maps sold. An extension of our education into the international arena occurred when the International Ranger Federation selected Costa Rica as the site for the Second World Ranger Congress this summer. With a little over a year to plan the conference, Rick Smith stepped up to take the lead and has assembled an impressive group of ANPR workers to support this Congress.

Another part of our purpose statement is to "provide a forum for social enrichment." Rendezvous serves as a bridge between our education and social efforts, as it continues to give us the opportunity to see friends and to network for our careers. Another bridge is *Ranger* magazine. Certainly the magazine is most important for the issues and education it provides, but the results of the recent Ranger survey shows 98 percent read

"All in the Family" and that the articles on work life issues were well received.

As part of our purpose we are to "communicate for, about and with park rangers." In the reorganization plan we have dedicated a position to seasonal perspectives since that seems to be an area where we consistently have issues and consistently are asked to give more attention.

In October we asked members to complete a survey giving us direction on issues and services the Association should pursue over the next few years. We also asked for comments on our purpose statement, and the results show the members who responded still support our original purpose. More completed surveys are still being received, so we'll have a summary in the Spring *Ranger*. There are good ideas here, and more came from facilitated discussions at Corpus Christi.

The good ideas take people to accomplish that work. Our Association continues to operate with a dedicated core of rangers who have given much. We want to share the wealth. Volunteering for ANPR is rewarding: You learn new skills, increase your network range and have a lot of fun, too. We need your help to get the work done. If you are interested in an issue, write me a note. If you know of others who have an interest in these issues, ask them to help. We want to start training new volunteers by having them shadow the current workers so you don't have to learn alone.

Our Association was born 19 years ago, at the first Rendezvous. The purpose statement crafted then still works today. Our successes have included improvements in O25 pay and benefits, and that success has served as a catalyst to start work on improvement for other job series. We've increased visibility of housing issues and even had some of our issues addressed in the latest Parks Omnibus bill. It did not include all that we wanted in a housing bill, but perhaps now we can focus our energies on working with the NPS on the remaining housing issues. We have new issues to work on, such as getting authority for term employees to compete for permanent positions. We can be successful if we work together. □

# ANPR Ranger Rendezvous XX

Association of National Park Rangers • Nov. 5 – 9, 1996 • Association of National Park Maintenance Employees

  
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Padre Island was just the ticket for a warm November afternoon for Debbie Gorman, ANPR business manager, and her husband, Jim, chief ranger at Saratoga NHS. Below, Rendezvous attendees check in for the conference at ANPR's registration table. (All photos by Teresa Ford unless otherwise indicated.)



**W**ith sunshine and nearby sandy beaches as distractions, nearly 200 ANPR members gathered in Corpus Christi, Texas, for the group's 20th Rendezvous.

Workshops, guest speakers, camaraderie with NPS employees and regional attractions set the tone for the annual get-together. The event ran from Nov. 5-9, 1996, at the Omni Bayfront Hotel along the Gulf of Mexico. It was held jointly with the Association of National Park Maintenance Employees.

A special feature during the week was an historic video conference with former NPS directors George Hartzog in Harper's Ferry and Russ Dickenson in Seattle, and former Interior Secretary Stewart Udall in Santa Fe, N.M.

The hushed audience listened intently as each man addressed the theme, "Reflections on the Past — Opportunities for the Future." The panel presentation was moderated by ANPR President Deanne Adams and Bill Briggie, Mount Rainier superintendent. Harpers Ferry Center handled the logistics of the teleconference and co-sponsored the undertaking with the National Park Foundation.

This traditional gathering of ANPR members, who come on their own time and at their own expense, creates new memories each year. Among the other highlights this year:

- ☼ ANPR Distinguished Service Awards to Frank and Kathy Betts for their retirement workshops and sale of ANPR's Road Map books; and to Tessa Shirakawa and Pat Thompson, for their longtime handling and sale of ANPR promotional items at the Rendezvous and during the year.
- ☼ "Heritage and Horizons," a three-screen slide presentation of inspiring images and prose by the Harpers Ferry Center.
- ☼ A tour to Padre Island National Seashore during the free afternoon.
- ☼ An award to Bill Briggie for 50 years of public service. He joined the NPS in 1946 as a seasonal park ranger at Sequoia.
- ☼ Many hours of visiting with old friends and making new acquaintances.

Throughout the next pages of this issue, you can read about the workshops, presentations, business meetings and other offerings at the 20th Rendezvous.

— Teresa Ford, Editor

## Guest Speakers Provoke Thought



National Park Service Director Roger Kennedy, in his fourth consecutive appearance at the annual Rendezvous, offered a trio of “boring financial details” for the audience to ponder.

He called the recently approved parks bill “astonishingly good.” In addition, he pointed out the NPS now has a fee bill that will keep the dollars in the park. What’s more, Kennedy said the concessions program is operating as if there were a good concessions bill.

“While the NPS budget doesn’t look wonderful, I’m telling you it is wonderful — that is, it’s full of wonder.”

Kennedy then set out to debunk some myths in the NPS.

► As far as some parks being labeled leftovers, that’s “baloney,” he said. “They were carefully selected because they are the most important. These are the places chosen because they were the best of what we cared about most.”

► *Another myth:* real parks are being drained of money because “unreal” parks get some of the money. Not so, Kennedy said. “They’re all real parks. They got there because some people cared enough about them to put them there. It is high time everyone in the Park Service rally around the park system.”

► *Myth:* new parks aren’t as good. Untrue again, Kennedy said. Parks are the unfolding of the American experience as we learn what matters to us over the years. The newer parks represent new constituencies to support the old ones, he said.

“Thank God previous generations knew it was important to keep these places,” Kennedy said. “Parks are of immense importance to the psychological health of the country.”

He challenged ANPR members to get out of the bunker and get into the community to garner support for national parks. For long-term resource protection we need more constituencies, he asserted.

“It is your obligation to build the constituencies. Talk to people. Don’t go for a walk with anyone without at least a five-minute pitch,” Kennedy said.



A video conference closed the gap from coast to coast — bringing two former NPS directors and a former Interior secretary to the same room at the Rendezvous.

George Hartzog, NPS director from 1964-72, injected humor into his provocative comments. Speaking from Harpers Ferry in West Virginia, he told the group, “Bill (Briggle) asked me to share with you my recollection of the situation as I saw it when I returned to Washington in 1963 after eight years in the field. Such a survey goes against my 25-year restraint to not discuss the ‘good ole days.’ But in light of your generous invitation and these elaborate arrangements, I’m going to proceed with great trepidation.”

Later Hartzog said, “It is with deep regret that I cannot be with

you personally today, to press the flesh, swap yarns and to touch again the lodestone of the happiest days of my life.”

### Stewart Udall

Former Interior Secretary Stewart Udall, speaking from Santa Fe, N.M., told the audience America’s national parks are emulated throughout the world.

“Stand your ground against demands that shouldn’t be made,” he said. “The American people love parks and will support them.”

Udall, who served as Interior secretary for eight years after his appointment by President Kennedy, called the recent years of turmoil surrounding the national parks a “bad patch of ground.” He hoped for a brighter period ahead.

### Russ Dickenson

Russ Dickenson, a 39-year NPS employee, called his five years as director (from 1980-85) one of damage control and “one hell of a wild ride.”

The rapid growth of the park system in the 1970s outpaced the Service’s ability to get funds, Dickenson said. This was followed by President Carter signing the Alaska Lands Bill in December 1980 shortly before leaving office.

Dickenson noted that incoming President Reagan appointed the controversial James Watt as Interior secretary, and this created the need for much damage control during the next 1½ years. Bill Clark took over after Watt was fired, but the Watt agenda still was present, he said.

Dickenson served through many political appointments, including that of Secretary Hodel. But he reminded the audience, “There were ups and down, lean periods and better periods. It’s extraordinarily important we keep certain principles in mind. Never give on basic principles.”

ANPR members posed several questions to the three men, touching on such issues as the worldwide park movement, privatization and possible deauthorization of certain parks.

In response to a question from the audience, Udall noted times have changed and the challenges are different. He urged park employees to become leaders — not just in park management and park protection — but in education.

“You’re speaking to the American people about environmental values,” he said.

Udall was encouraged to see President Clinton use the banner of the environment last fall in Yellowstone and in southern Utah. “This is a good signal, but a lot more work can be done by executive action,” he said.

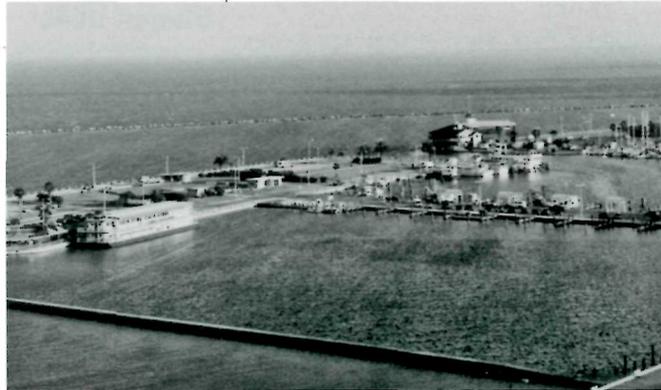
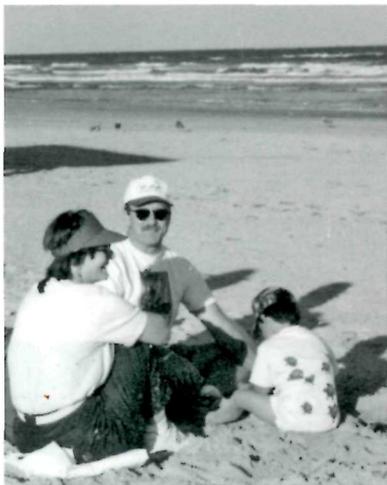
Moderator Briggle, in closing the 1½-hour video conference, concluded: “We love you, gentleman. Stay well and stay alive.” □

—Teresa Ford, Editor

**F**or the full text of former NPS Director George Hartzog’s comments, turn to page 6.

# From a Texas Ranger to surf & sand, Rendezvous XX had many samplings

*Nearly 200 ANPR members joined the activities in Corpus Christi*



Pat Tolle

Above right, Texas Ranger Sgt. Robert Garza addressed Rendezvous participants on opening day. Above, the T-head at Corpus Christi includes a public park, restaurants and fisherman's wharf, all across the street from the hotel. Left, Rick Jones of Glen Canyon finds the fresh fruit and vegetable platters to his liking at an evening reception. R & R Uniforms sponsored a free buffet one evening, while the National Parks and Conservation Association and Caterpillar helped sponsor a second feast.

## Other Rendezvous Speakers

ANPR has matured and grown in many ways, Deb Liggett, superintendent at Devil's Tower in Wyoming, told Rendezvous participants.

"The first poster for the Jackson Hole Rendezvous advertised 'any work accomplished will be strictly accidental.' Today, the organization's positions and testimony before Congress are actively sought by staff and members on both sides of the aisle."

She said NPS employees are a community. "We draw our financial, social and emotional support from this community that gathers here today. In many cases, both our religious views and our politics are prescribed by the work that we undertake together. And whether this is healthy or not, I know not. I only know that it is so."

Later, Liggett said, "You are everyday heroes and you participate in everyday miracles."

She ended with her trademark, "It is our story we are writing. Go forth. Do good. Tell the stories."

**Many other speakers** addressed the Rendezvous XX participants during the five-day conference in Corpus Christi, Texas. Included were:

- Sgt. Robert Garza, Texas Ranger
- Author Polly Welts Kaufman (see p. 22)
- John Henneberger on the ranger story
- Bryce Workman on ranger uniforms
- Tom Collier on focusing ANPR issues
- Jim Maddy, National Park Foundation
- George Frampton, Assistant Interior Secretary for Fish, Wildlife and Parks
- Ron Hooper, Parks Canada



Above, ANPR board member Darlene Koontz of FLETC, left, shares a lighter moment with Deb Liggett of Devil's Tower, who spoke on "Coming of Age: The Meaning of Family, Part III." Above left, Lisa Eckert of Denali and Rick Gale of WASO move to a lively tune at the closing evening's barbecue and dance. Left, Will Morris and Jane Anderson of Mesa Verde, with their son, Zach, enjoy some beach time at Padre Island.

Pat Tolle

## Summary of ANPR Board Activities and Actions

With the exception of Secretary Tina Orcutt, all ANPR officers and board members attended the pre-Rendezvous board meeting Nov. 3 and 4, 1996, in Corpus Christi, Texas. Major topics considered were the formulation of the proposed FY '98 budget and two important proposals — dues structure changes and board reorganization — which will shape the future of the organization.

Treasurer Sarah Craighead presented the proposed budget, which has been pared down to reflect the actual membership figures. Based on realistic projections, economies will have to be made. Funds for Super Raffle are reduced, and no money is available for a spring board meeting.

The financial situation pointed out the critical need for a dues increase, and the final proposal is a sliding scale based on pay grade/annual salary with a major increase in the cost of life and joint life memberships. Dues have remained unchanged for the past six years, and the proposal would raise all but the seasonal/student rate (\$25/single — \$40/joint) to cover the \$39/year cost of membership services. The final proposal was unanimously approved by the membership present. (See story on page 20.)

The reorganization proposal has been two years in preparation, and still there were modifications made before presenting it to the membership. The concept is to change from the current geographic-based structure to an eight-member functional board plus the president, treasurer and secretary as voting members. All board members would have a specific functional role (i.e., Membership Services, Internal Communications, Education and Training, Special Concerns, Fund Raising, Strategic Planning, Professional Issues and Seasonal Perspectives), and be elected by the entire membership. Based on the reception by the membership attending Rendezvous, the reorganization proposal was scheduled to be sent to the membership for ratification with the election ballot in December 1996.

Using the issues survey responses as a starting point, focus groups were established to define issues of concern that the Association should focus on for the coming year. The priority items fell into the categories of membership; seasonal issues; ANPR as a strong voice; training and education; and housing. Board members will be assigned responsibility for these items, and they will look for members interested in working on these issues with them.

— Pat Tolle  
Retired, Arkansas

## Riley Hoggard of Gulf Islands Wins Mather Award

The National Parks and Conservation Association has presented the 1996 Stephen Tyng Mather Award to **Riley G. Hoggard** of Gulf Islands National Seashore.

"Hoggard exemplifies the type of persistence a Mather award winner must have," said Carol Aten, NPCA's senior vice president. "He placed the welfare of the park above his own and fought for what was best for the resource against strong opposition."

Hoggard, resource specialist and a native of Elizabeth City, N.C., has been with the Park Service for almost 20 years and at Gulf Islands for three years. Hoggard says many people would like to take the "fastest, easiest and least complicated way" to solve park problems.

"Some of us saw this as an opportunity; others saw it as a problem," he said. "When you sign up (with the NPS) to protect the resource, it is never the easiest route."

The battle to protect Gulf Islands began in October 1995 when Hurricane Opal destroyed a seven-mile section of Highway 399, a road through the park that had caused shoreline recession. Hoggard and a handful of others saw this act of nature as an opportunity to move the road to a more resource-sensitive route. If moved the road would no longer impede the natural migration of the sand dunes.

However, if the road was rebuilt in the same location, Hoggard said it would result in an artificially steep beach that could adversely affect the sea turtles and other animal life. About 10 months later, the Park Service agreed that moving the road was the best idea.

"There is no way this would have happened if I was the only one fighting," Hoggard said, adding that many people were instrumental in the road's relocation.

## Nominations

These nomination were accepted for board positions:

**President** -- Deanne Adams

**Secretary** -- Dawn O'Sickey, Mesa Verde; Heather Whitman, Theodore Roosevelt; Sue Ketchum, National Mall  
**Alaska Region** — Lisa Eckert, Denali; Jonathan Schafner, Kodiak Island National Wildlife Refuge

**Midwest Region** — Guy Whitmire, Indiana Dunes; Bryan Adams, St. Croix

**North Atlantic** — Mike Caldwell, Lowell NHS; Dave Kratz, JFK

**National Capital** — Gary Pollock, George Washington Parkway; Ed Wenshaw, Antietam

**Rocky Mountain** — Gary Moses, Glacier; Denise Newberry, Water Resources in Fort Collins, Colo.

Ballots were sent by first-class mail to ANPR's membership in mid-December 1996. The Spring *Ranger* will provide election results.



Left to right, NPCA's Carol Aten, Riley Hoggard and NPS Director Roger Kennedy.

The NPCA is America's only private nonprofit citizen organization dedicated solely to protecting, preserving and enhancing the National Park System. Founded in 1919, it has 500,000 members today.

The \$2,500 Mather award is named for the first director of the NPS. It recognizes those individuals who have demonstrated initiative and resourcefulness in promoting environmental principles and protecting the natural resources of a park in a situation where others have hesitated.

# Former NPS Director George Hartzog Addresses Ranger Rendezvous XX in Texas via Videoconference

*Former NPS Director George Hartzog gave this speech via videoconference to attendees at ANPR's Rendezvous XX Nov. 6, 1996, in Corpus Christi, Texas. He was at Harpers Ferry Center.*

**Good morning.** It is a great delight to be here. I learned a long time ago growing up in South Carolina studying for the Methodist ministry that there are two things you never want to do. One of them is to follow the children's choir, and the other is to perform at a place where they have an animal show.

Well, when I became the director of the National Park Service, I learned a third thing, which is you never get trapped following Stewart Udall! Because, he is such a wonderful and articulate guy. And, Bill [Briggle], I agree with you. He does look great!

I'll tell you a story about him. I was going to tell it later, but maybe this is the time to tell it. He mentioned how he came to Interior as a 41-year-old congressman, called by President Kennedy who had challenged the nation in 1961 in his inaugural address when he said, "Ask not what your country can do for you, but what you can do for your country." And then he called to public service from the Congress Stewart Udall to take over at Interior.

Stewart came charging through the door with a wholly new agenda, which in his book he called "The Quiet Crisis." No public figure at the time

had greater comprehension of what needed to be done or more enthusiasm and ability to get it done. The Park Service, which had been for years accustomed to educating secretaries of the Interior, found itself scrambling to catch up.

Soon after Stewart named me his director, he sent me a note on a salmon-covered sheet in a blue envelope, saying, "The buildings at Lee's Ferry [Glen Canyon] were built by my ancestors. Please make sure they are saved."

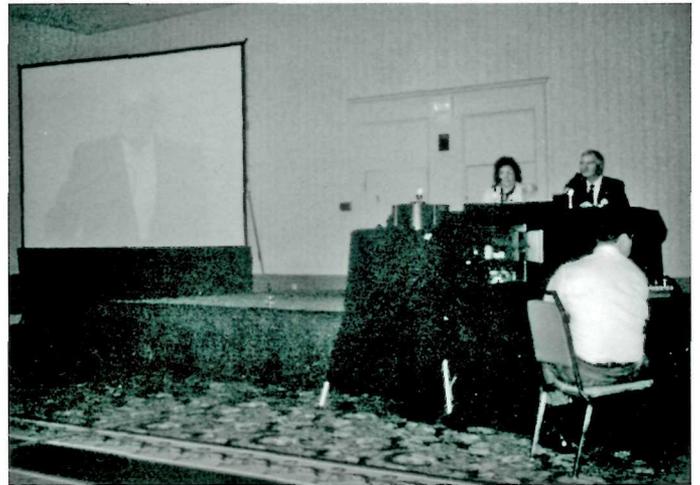
Well, these buildings were historic structures of enormous impact in the settlement

of the West. I put this message in an envelope and sent it on to the regional director with a comment on it: "Please Do!"

Several months passed when I received a telephone call from a friend in Salt Lake City saying: "I was by Lee's Ferry the other day, and all of the historic buildings have been bulldozed."

Well, I tell you outrage and fright possessed me. I was angry that the Park Service would destroy buildings of such enormous historic consequence; and, I was frightened also that my future may be in my past!

I immediately called the superintendent to find out whether the message I received was correct. He assured me that it was. I hung up and immediately called Orren Beaty, who was executive assistant to Stewart, and said, "Orren, I need to see the Secretary right now."



Former NPS Director George Hartzog is beamed on the big screen to Rendezvous participants at Corpus Christi, Texas. ANPR President Deanne Adams and Mount Rainier Superintendent Bill Briggle moderated the 1½-hour videoconference, also including former Interior Secretary Stewart Udall in Santa Fe, N.M., and former NPS Director Russ Dickenson in Seattle, Wash.

He stopped, looked up, put down his pin, and said, "I knew six weeks ago. I was just waiting to see if you had guts enough to tell me."

Well, that established a bond of trust that has never been breached. And it's a caution I would give to each of you. And that is, tell your boss the bad news first. If you survive it, he will trust you. And if you don't tell him and he finds out otherwise, you might not even survive it.

Bill asked me to share with you my recollection of the situation as I saw it when I returned to Washington in 1963 after eight years in the field. Such a survey goes against my 25-year restraint to not discuss the "good ole days." But in light of your generous invitation and these elaborate arrangements, I'm going to proceed with great trepidation.

Rachel Carson had shocked the nation in 1962 with her best-selling book, "Silent Spring," which presented dramatic evidence that pesticides endanger all living things despite the slogan, "Better Living Through Chemistry." Stewart called the book the first environmental impact statement by a scientist.

By 1963, construction of the Interstate Highway System was ripping apart the fabric of many of our cities, including Wash-

## Advice from George Hartzog:

**"Tell your boss the bad news first. If you survive it, he will trust you."**

"He's busy, maybe later," he replied.

"No, Orren, right now! I only need three minutes."

"Well, come on up."

So I hot-footed it up to the sixth floor and Orren took me in through the side door connecting his office with the Secretary's office. The Secretary was reading and signing mail. He never looked up. Without any introduction or comment whatsoever I simply said, "Mr. Secretary, the buildings at Lee's Ferry have been bulldozed."

Without breaking stride, he kept on signing mail, and said, "I know — when did you find out?"

Well, in total shock, I replied, "Just about 30 minutes ago."

ington, D.C. Inequities between America's two societies — one white and one black — identified years earlier were boiling hot. Watts, as you recall, exploded in 1965.

The NPS administered more urban parklands than any other agency in America. Too often they were littered with signs "Keep off the Grass." Our visitor centers housed glass cases with rusty artifacts having no meaning to the millions of center-city folk who lived around them.

Mission 66 was the largest construction program in the history of NPS. It was then 7 years old. Emphasis on construction was bringing down upon it the wrath of many leading conservationists and was estranging the relationship between the NPS leadership and the Secretary's office. The NPS resource management program was embroiled in controversy.

A young scientist from San Jose State College, Richard D. Hartesveldt, had finally convinced the NPS that controlled burning of the underbrush of the Sequoia trees was essential to the protection to overcome years of suppression.

But not all scientists or practitioners agreed. In Yellowstone, to recover the balance between the northern elk herd and its range, park rangers shot more than 4,000 elk in the winter of 1962 and 1963, antagonizing much of the public and creating pressures in the region to permit public hunting in the park.

The Secretary established a committee under the leadership of the noted ecologist, Starker Leopold, to examine these resource management policies. His report, in March of 1963, introduced a new concept in park management, that "a national park should represent a vignette of primitive America."

In the meantime, to determine how to advance the recommendations of the Leopold report, the Secretary asked the National Academy of Science for their recommendations. Their research report under the direction of Dr. William Robbins of the National Science Foundation was a "no holds" case study of park management [in August, 1963] that shook the NPS to its foundations. The "Robbins Report" ushered in the era of ecological management.

Starker Leopold accepted our invitation to become our chief scientist in 1964. The research budget was \$12,000. I went to see

Congressman Mike Curran of Ohio, who was Chairman of the Interior Appropriations Subcommittee, about an increase for our research appropriation.

Mike Curran turned to me, and with an elevated voice, said "Research? Research?" And, for a third time he said, "Research? That is the job of the NIH [National Institute of Health], not the National Park Service!"

Well, that ended research. So, we changed the name to "Resource Studies." Starker took on the job, and the environmental era

**"They were, like you, inculcated with an ethic of service above self. Never lose it and let no cynic tarnish it."**

had arrived in the NPS.

You can imagine my dismay a short time ago when I received the latest NPS publication, entitled "Shaping the System," and noted the period 1952-1972 identified as "Mission 66 and the Environmental Era." Mission 66 began in 1956, not 1952, and by any stretch of history one must conclude that Mission 66 was to the environmental era what uncola is to Coke! And, frankly, I was surprised to learn that the environmental era was over when I was fired in 1972!

The Outdoor Recreation Resources Review Commission had presented its report to the President in 1961 recommending, among other things, that a legislatively created wilderness system; a federally funded Land and Water Conservation Fund; and that the mostly dormant recreation planning activity given to the NPS in 1936 be reorganized into a new agency. In response, Stewart created the Bureau of Outdoor Recreation [1962], removing the authority from the NPS and staffing the new agency with many NPS employees under the leadership of Dr. Edward C. Crafts.

Our seashores, free-flowing rivers, the remaining vignettes of our natural world and the landmarks of our cultural and historic heritage were threatened, and many were vanishing. Millions of our citizens were trapped in urban concrete jungles far from any access to healthful outdoor recreation.

We had one woman superintendent that we inherited when the Adams Mansion was added to the National Park System. We had no Native American or minority superintendent.

And, the NPS management was in the hands of manual writers who had created 56 volumes of handbooks to control every facet of park operations. I know that because I wrote three of them: law enforcement, concessions and lands. The manuals were seldom read, and for the most part were out-of-date.

When I suggested to the regional directors that we abolish the handbooks, they were shocked, vigorously arguing that we needed them in order to insure uniformity. That did it! I preferred creativity to uniformity. As a result, I abolished all of them except for personnel and accounting.

Recently, I noted that Vice President Gore's Reinventing Government task force has persuaded the Office of Personnel Management to abolish its personnel manual. In the meantime, I understand, the NPS has created 78 new manuals.

There were other consequential issues, but I'll pass them to a later time. I want to say one more word about Stewart Udall. He was equally comfortable in the company of scientists, rangers and poets. He will be remembered always along with the only other truly great Secretary of the Interior, Harold L. Ickes.

It is with deep regret that I cannot be with you personally today, to press the flesh, swap yarns and to touch again the lodestone of the happiest days of my life. Stewart gave me the opportunity to lead the best educated, most talented, creative, committed cadre of people it has ever been my privilege to know and work with. Some of them were your mothers and fathers. Their rallying call was, "For the good of the Service."

They were, like you, inculcated with an ethic of service above self. Never lose it and let no cynic tarnish it. □

*George Hartzog was director of the NPS from 1964-72. Today, at age 76, he lives in Virginia.*



# Rendezvous Workshops

*Sessions aim to educate, stimulate*

## Parks and Partnerships

Most successful partnerships start because the people involved share a common passion, and work best when each of the partners derives a direct benefit from the arrangement. Presented by Golden Gate National Recreation Area Superintendent Brian O'Neill and Wilke Nelson of the National Park Foundation, this workshop provided insights into the guiding principles and philosophy of parks and partnerships.

Discussing at some length the fundamental importance of building constituencies and friends as a necessary first step to successful partnerships, O'Neill noted that deep, broad, and large constituencies are most likely to result when people are affected at an emotional level. Getting people involved in their park and providing a sense of ownership are vital. Park staff who focus on "friend raising" are more likely to establish successful partnerships than those who think immediately in terms of fundraising.

Following up on O'Neill's remarks, Wilke Nelson noted that fundraising, partnering and negotiating are all part of the same process. It's important to be very clear in identifying the goals of any partnership, as well as the benefits to be derived by all involved parties.

Nelson observed that people give money away for a variety of reasons, often to make

a statement about what they believe in. Corporations may have altruistic as well as bottom-line reasons for their charitable actions. The most important message of the workshop, however, was that successful partnerships are always based on mutual benefits, rather than a narrowly focused approach to simply raising funds.

To illustrate the lessons of the workshop, O'Neill took workshop participants on an imaginary drive through a community, enlisting the support of a variety of businesses and organizations to assist with the construction of a boardwalk. By creatively weaving together broad community involvement, O'Neill showed how it was possible to attract partners who might not be interested simply in the park's project.

For example, by employing youth-at-risk for the project's labor, a doughnut shop operator might be willing, as a community service, to provide food for the workers. And so on and so forth.

Overall, the workshop provided valuable information to those interested in establishing or improving park partnerships. It let participants know that there are people and resources "out there" who can help.

— Gary Pollock  
George Washington Memorial Parkway

## Controversial Interpretation

Controversy comes in various sizes and varieties, is different for different groups, and may pass. This was the main theme for the session presented on the many facets of interpretation in our parks with which visitors may take issue.

The National Park Service plays a central role in making sense of complex issues. Although we should try to educate the public it is important to let them make up their own minds on issues. Our information must be historically accurate, presented in context, relay the purpose and significance of the park, and make logical sense to the public.

Visitors may belong to interest groups and desire to have their view held above all others, they may not even want another version told. Our concern should be balance. There are often many sides to an issue with multiple perspectives. Our visitors need to be confronted with truths other than their own.

Controversy to one group may be fairness to another group. There is outside help available to parks on these issues. Partnering with other groups can give us information and political cover. There is a lot of interest in helping us to get information about our parks.

— Sarah Craighead  
Mesa Verde

## Mutual Funds

At the 20th Ranger Rendezvous workshops on mutual funds were presented by Frank and Kathy Betts. The objective of the workshops was to familiarize members with what mutual funds are, their purpose and how to choose and invest in them without the need or use of investment professionals. The two workshops were attended by approximately 50 people who were informed about the structure of the funds, management and service fees including front end loads, hidden loads and deferred or back end loads, and how to contact and invest in the funds. One of the funds described was the Vanguard Index 500 fund, which mirrors the Thrift Savings Plan "C" fund so that members can follow their TSP investment in the daily newspapers.

The number of mutual funds has grown from 654 in 1980 to over 7,000 in 1996 and mutual fund assets have soared from less than 500 million in 1985 to more than 3 trillion in 1996. These investments give ongoing professional management, convenience, and lots of diversification. They are economical and by investing in these funds investors are pooling their money with others who have similar objectives.

Mutual funds are great for IRAs, saving for children's future college needs, a down payment on a house and, of course, retirement. A good source of information to learn more about these investments is "Mutual Funds For Dummies."

— Frank Betts  
Retired

## National Parks and Conservation Association

We had a *very* busy year. Thus started, and became the theme of NPCA's workshop. The first part their presentation was analyzing Congress' actions over the past year and NPCA's effort to get ahead of the legislative agenda.

Actions that negatively impacted the National Park Service included Congress' perceived lack of NPS accountability; desire for more local control (parks turned over to the state); attempts to advance negative or destructive resource issues; adverse roadright- of way issues; and proposed detrimental Alaskan Bills. NPCA and the other environmental action groups were able to stave off these actions.

It seemed that every week there was a new anti-park bill or resolution being introduced. So, NPCA developed a short list of 21 top legislative issues to deal with. By year's end, they declared 16 victories, three losses and two issues are still on the table. With very little success working directly with Congressional staff, NPCA developed grassroots efforts as the "Save Our Parks" Campaign and the "War on Parks Alert" where many of the victories were won. Other efforts involved long hours on the hill seeking allies. Three of the top Congressional allies that Carol Aten cited were Bill Richardson (New Mexico), Nancy Kassenbaum (Kansa), and Sherwood Boehlert (New York). In conversations, Nancy Pelosi (California) was also cited.

So, what were the highlights of the year from NPCA's perspective? Defeating the

park closure bill, not once, but twice, was big. A huge effort was placed on the Parks Omnibus Bills which were put together at the end of the 104th Congress. NPCA worked hard to see that a "clean" version was passed and they feel that on balance, it was good for the NPS. Of particular interest to ANPR members, the NPCA worked especially on Tallgrass Prairie NP, Boston Harbor Islands NRA, Washita Battlefield NHS, and Selma-Montgomery National Trail.

In the future, NPCA will focus on improving public awareness of the NPS's lack of adequate funding. Ideas that will be explored include:

1. Better ways to explain the ONPS budget and what it should cover.
2. Explaining how issuing bonds for resource management and construction projects will work over the next 20 years.
3. A check-off box on federal income tax returns for NPS.
4. Development of corporate sponsors.
5. Concession reform.
6. Fee reform.

Other items on NPCA's priority list for 1997 include reauthorization of the Endangered Species Act and the Clean Air Act, overflights issues, possible runs on the Antiquities Act, Alaska parks issues, and a study on the Underground Railroad for better interpretation or a new unit.

— Ken Mabery, *El Malpais*  
— Bruce McKeeman, *Voyageurs*

## The History of SAR in the NPS

For those of us who have been around SAR (Search and Rescue) for a few years, Butch Farabee's (assistant superintendent, Glacier) presentation of the history of SAR in the NPS proved to be a chronology of "I never knew that."

Starting with the earliest SAR missions (1882), through the more spectacular (longest single-stage litter lowering: 2,600 feet) and into the sensational (128

killed in a plane crash at Grand Canyon), his research combined a historical perspective with ancient and little known photos to produce an introspective look at the influence of the NPS on SAR.

It's a proud history that NPS employees should feel good about . . . and continue. As Farabee so simply put it, "Tomorrow's history is happening today."

— Barry Sullivan  
*Delaware Water Gap*

**"I would like to characterize my five years as one of damage control, defense and a lot of 'Hail Marys.' It was one hell of a wild ride!"**

— Russ Dickenson  
on his time as  
NPS director in the early 1980s

## Fulfilling the NPS Mission: The Process of Interpretation

Interpretation is all about helping people form connections. So says Dave Dahlen, NPS training manager for interpretation. As an interpreter, your responsibility is to develop your knowledge of the resource and your knowledge of the audience, and then apply appropriate techniques to help people form connections and get to a certain outcome.

Developing knowledge of the resource is a huge job, but it's essential. This means not only learning the facts about the resource, but also the context in which the resource occurs. Where does this animal spend the rest of its life? What caused this plant to occur here? What are the things that influence the aquatic ecosystem of this stream?

Also be aware of the context of the resource in terms of time. Things change over time, including our understanding of the resource as well as our attitude toward it and the approach we take in its management. Understanding context — connections — is essential to understanding the resource.

You also need to know your audience — who they are and why they are there. Think about who isn't there, and ask why that is. Look for ways to connect, with those who are present and those who are not.

In reaching to connect with your audience, respect their right to retain and ex-

press their own values. We are not trying to change their values. Your values have no more validity than anyone else's. As Dahlen puts it, "Your role as an interpreter is to not inflict yourself on them."

It's essential to get past differences between your values and those of your audience. Acknowledge the right of your audience to their values and the validity of their reality as they perceive it. What we really want is for the visitor to care. Instead of giving them the NPS mantra, strive to connect with them.

There seems to be a hierarchy in how people value national parks. First is the recreational level. Sort of like a trophy hunt, people "bag" parks and have a good time. Next is the nostalgic value of parks, and their value for refuge and isolation. At the next level, people value parks as sources of information and knowledge — intellectual growth. Finally, people value parks because they feel connected with them.

This sense of connection constitutes a strong foundation for stewardship. Through interpretation, we can help people move up this ladder and develop the understanding that in conserving the parks, they are conserving themselves.

— *Kathy Jope*  
*Columbia Cascades SSO*

## Youth Programs

When first hearing about the Student Conservation Corps, one individual asked, "Do students really need to be conserved? There are so many of them!"

This presentation by Jay Satz of SCA and Carl Menconi of the National Association of Service & Conservation Corps (Youth Corps) put out the word that these programs are available and a marvelous resource for the parks.

SCA and Americorps are to the National Park Service what farm teams are to professional baseball — an economical source of talented, excited young people who think they want to work and a proven resource to tap when filling positions.

SCA's Resource Assistants and Conservation Assistants are adult volunteers, age 18-84, serving year-round internships of twelve weeks to one year. RA's receive

\$50 a week for food, with housing provided by the host park; CA's usually work six months or longer and get somewhat more. They can do anything except Class II law enforcement.

Youth Corps crews often work with the NPS under cooperative agreements. Corps provide staffed, trained crews of eight to 12 young people with crew leaders who are paid to work hard while gaining skills and providing service to the community and nation. In 1995-96, 10 corps crews did projects worth \$3.4 million, including backcountry/urban trail building and rehabilitation, recycling, exotic species control, disaster relief/restoration (floods and fires), and building structures at 17 NPS units.

— *Pat Tolle*  
*Retired, Arkansas*

## Broadening NPS' Funds

A controversial proposal to authorize corporate sponsorship of the National Park System was halted in Congress last summer, but many say it is an idea whose time has come. The proposed legislation would have authorized the National Park Foundation (NPF) to license a limited number of sponsors, who could identify themselves as sponsors and use a newly created logo in advertising and promotional materials.

Jim Maddy, NPS president, and Sue Waldron, NPS partnership coordinator, distributed copies of the bills and explained the safeguards intended to prevent even the appearance that sponsorship could imply private sector "ownership" of the national parks. For instance, no individual park could be sponsored, and NPS would approve in advance all aspects of sponsorship.

Maddy believes that sponsorship has the potential to raise corporate support for parks to a new dimension. Corporations place value on the icons of the NPS — the Liberty Bell, Old Faithful, Mount Rushmore and the Statue of Liberty. Some companies now use these images in ways that do not enhance their value as symbols of our national heritage. A side benefit of corporate sponsorship might include standards for how advertisers can use NPS icons.

The proposal is expected to resurface in the next Congress, and NPF hopes to provide better information about the proposal to NPS employees next time.

— *Meg Weesner*  
*Saguaro*

## Art in the Parks

Bonnie Fournier projected striking artists' images on a big screen to set the mood for a discussion about artist-in-residence programs in national parks.

From bold paintings of Yosemite's Half Dome to soft watercolors of Apostle Islands, artists have interpreted landscapes in original ways. In the process, they have helped to educate communities about the value of park lands, Fournier said.

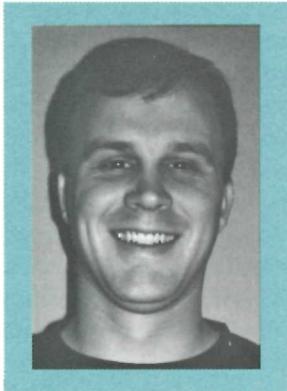
She has set up a GO WILD! 24-hour information hotline — (612) 290-9421 — for artists to learn about residency opportunities. In turn, park employees interested in setting up residency programs may contact Melanie Parke, 7440 Alpers Road, Lake Leelanau, MI 49653; (616) 271-4134.

## A First-Timer's Perspective of Rendezvous

By Mike Caldwell

Lowell National Historical Park

I've been a member of ANPR close to five years and had never had the opportunity to attend a Ranger Rendezvous until 1996. This is a brief recollection of some of my thoughts



on attending a Rendezvous for the first time. I hope to see a lot of regulars and first-timers next year in Fort Myers, Fla., at Rendezvous XXI.

### The Mark of a First-Timer — The Yellow Name Tag

When you come to your first Rendezvous you must wear a yellow name tag. According to the Newcomers Guide to an ANPR Rendezvous, the yellow name tag is to help regulars assist you and also means your fellow ANPR members will be "more courteous and attentive to your opinions because they don't want to scare you off." I didn't get scared off and everyone was very courteous. The tag was also the ticket to a newcomers breakfast on Wednesday morning. The tag did help out in meeting regulars but I thought it helped out mostly with meeting other first-timers.

### The People You Meet and the Acquaintances Renewed

Attending a Rendezvous finally gave me the chance to put faces to names. One thing I found helpful was to use the back cover of the last *Ranger* as a guide to some of the people I wanted to meet. Also, meeting and conversing with some of the speakers who come to Rendezvous was a great experience. How many chances do you get to talk one-on-one with the assistant secretary, the director, members of the National Leadership Council and a Texas Ranger?

You never know who you will meet either. My father, Doug Caldwell (public information officer at Rocky Mountain) used

to work with Doug Scovill in WASO. The last time I saw Doug Scovill I was still in elementary school, so it was a great surprise for us to run into each other. It was also nice to meet his wife, Gene, who reminded me that I must renew by E&AA membership. It was also great running into some friends from NCRO and WASO, like Will Morris, Jane Anderson (and son, Zach), Sarah Craighead and Rick Shireman.

### The Fines People Pay

I hope Barry Sullivan had enough money to get back to Delaware Water Gap. Fines are a *big* part of Rendezvous. If you make a blunder or a trip of the tongue, have your wallet ready and make sure you have lots of \$1 bills. Barry suffered repeatedly at the hands of his fellow members. He was being fined most every time they were being dished out. He even had to pay to get back one of his own shirts he left at the last Rendezvous. Rick Gale who served as collector of the fines was the best fundraiser I've ever seen. I think the NPS would run better if it implemented this fine system in our daily operations. I'd love to have the power to fine during staff meetings. Beware, wearing a yellow tag will not immunize you from a fine. All the yellow tags were fined a dollar on Friday.

### The Things You See

Padre Island National Seashore is a great resource and the story of the Ridley turtle is fascinating. The staff at Padre does a great job and I'm sure their superintendent, Pat McCrary, who welcomed ANPR on Tuesday, is proud of them. There were some other sites in the area, such as the USS Lexington and the Texas State Aquarium. However, nothing compared to Padre. Whenever a Rendezvous is held, it appears that there is a national park unit nearby. But, you must remember your Passport to the National Parks book. It's amazing how many times I've seen visitors forget their books when they come to Lowell, yet I forgot to bring mine to Padre.

### The Things You Learn

Each of the speakers and workshops were well done and educational. All of the speak-

ers — Polly Welts Kaufman, Bryce Workman, John Henneberger, George Frampton, Roger Kennedy and Ron Hooper — had valuable information and stories to communicate to the group.

The controversial interpretation session was one of the best interpretive workshops I've attended. The session on parks and partnerships was an eye-opener to the type of thinking that needs to guide park operations into the next century. The information presented at the workshop on park legislation made me thankful that the NPS has friends such as the NPCA.

Mutual funds was another great workshop that took the mystery out of reading the prospectus I get in the mail. For anyone who thinks Rendezvous is purely a social gathering, your mind will be changed by attending some of these quality workshops.

### Inspiration, Inspiration, Inspiration

Deb Liggett's speech on the meaning of family was a wonderful and straight-from-the-heart follow-up to the most memorable session I've seen in my short NPS career — the videoconference with Stewart Udall, George Hartzog, Russ Dickenson and Bill Briggie. Sessions like this one make me feel lucky to be a member of the National Park Service. For those who didn't see this, it was taped and will be available soon. But man, do I feel lucky to have seen it live.

To top that day off, the uplifting Hasselblad three-screen slide presentation on the legacy of the NPS was shown by Harpers Ferry Center. Each day of the Rendezvous was great, but that one Thursday will stick with me for the rest of my career.

See you next year . . .

*Mike Caldwell is a park ranger at Lowell National Historical Park.*

Turn to page 28 for a list of exhibitors and organizers of the 20th Rendezvous.

# THE MOJAVE PLASTICS INVESTIGATION

By Alan P. Foster

**This cooperative effort between the various agents and agencies was the single most important issue contributing to the success of this case.**

**Eighteen-year-old** Gabriel LeFave began a long weekend of visiting with family and friends the Friday afternoon before Memorial Day 1996. Leaving Las Vegas, Nev., for his parents' home in Santee, Calif., Gabe no doubt looked forward to seeing his girlfriend after a long drive across the Mojave Desert. Working in his grandfather's factory for the summer, Gabe was prepared to attend college in the fall, paid for in part by an athletic scholarship.

As he merged with the holiday traffic on Interstate 15, Gabe noticed that his grandfathers well-used, brown 1989 Dodge pickup was a bit sluggish. Traveling southwest from the California-Nevada border the next 60 miles would carry him along the borders of the newly formed Mojave National Preserve. Mojave is one of the newest and largest National Park Service units in the lower 48 states. For much of the trip, Gabe would pass through the stark and scenic desert adjoining the preserve, land under the jurisdiction of the Bureau of Land Management.

Gabe wasn't worried about the pickup, knowing that the reason for the sluggish response was due to the load on the trailer he was towing. The trailer held eight 55-gallon metal drums filled with solidified plastics and other residual chemicals produced in grandpa Gene LeFave's factory. Also employed by Fluid Polymers Inc. was Gabe's 17-year-old brother, Benjamin, and his uncles, Louis and Jacques LeFave.

When Gabriel reached the Razor Road intersection, 11 miles southwest of Baker, Calif., night had already fallen. There he left the freeway and drove a short distance along the north frontage road, to the head of a dry arroyo, on a small tract of private land.

Gabe stopped the pickup, near the arroyo and opened the tail gate on the trailer. Getting back into the pickup, he threw it into reverse, backing several feet to the top of the arroyo, before slamming on the brakes. The weight of the drums caused them to slide off the back of the trailer and roll into the arroyo, spilling some of their contents.

Over the next five weeks, Gabriel, Louis, Benjamin and Patrick Drake, a part-time

employee of FPI, made at least 15 more trips to California. There they dumped a total of 105 55-gallon drums of industrial waste on the Mojave Desert. Besides the drums, the boys dumped 17 five-gallon plastic containers of waste motor oil, much of which leaked onto the ground.

Later analysis would show that nine of the drums either contained volatile liquids with low flash points, caustic materials or poisons. Many drums leaked liquid plastic resins onto the desert sand, trapping more than 100 lizards, small birds and rodents, some on the endangered species list.

During this period, these agents of FPI also traveled to the Arizona strip north of Las Vegas, dumping 12 more drums at two sites on BLM land. One drum dumped in Arizona contained a highly toxic mercury compound.

California Department of Fish and Game Warden Donna Davis responded to Razor Road June 16. She was following up on a report, relayed by the San Bernardino, Calif., Sheriff's Department, of drums lying in the arroyo. Warden Davis was no stranger to environmental crimes, having investigated a string of cases resulting in the highest total asset forfeiture and fine collection of any officer in the state.

Inspecting the dump site, Davis found a lid that had fallen off a drum as it rolled to the bottom of the wash. From the lid, he removed a label, showing Desalinization Systems Inc. in Escondido, Calif., shipping the drum to FPI in Las Vegas.

Twenty-three more drums at four different sites were found in and around Mojave NP over the next two weeks, so Chief Park Ranger Bill Blake requested the aid of an NPS criminal investigator. On the Fourth of July weekend Criminal Investigator Alan Foster arrived to meet with Chief Ranger Blake, District Ranger Thane Weigand and Warden Davis.

Davis and Foster agreed to each take one lead. Because Davis was a California State peace officer, she would take the San Diego company. Foster would travel to Las Vegas to check on FPI, after inspecting each of the six current dump sites, with rangers from Mojave NP.

□ □ □

The FPI factory consisted of a rented warehouse complex, in an industrial park in

the southwest corner of the city. Inside the chain-link fence surrounding the building occupied by FPI were over 1,000 55-gallon metal drums, stacked in disarray. Seven hundred of the drums bore identical green color and painted lettering to some drums found in the desert. The drums later were confirmed to contain polybutadiene, a base material for polymer manufacture, which reportedly becomes increasingly flammable and shock-sensitive over time. Researchers have shown polybutadiene is carcinogenic.

Also among the drums was a camper-trailer with an attendant hibachi, which served as bedroom and kitchen to Louis LeFave. The outdoor L.P. gas-powered hibachi sat just outside the trailer door, surrounded by stacks of drums containing polybutadiene and other materials.

### Cooperative Effort

Over the next several weeks, rangers, investigators, special agents and hazardous materials specialists from the BLM, NPS, Environmental Protection Agency and the FBI worked on various stages of the investigation. After coordinating with the various agencies, Foster was designated case agent for the joint investigation. In later stages of the investigation, when expertise in corporate records tracking and sample analyses were the primary focus, control of the case was handed off to Amy Sokolov of EPA. This cooperative effort between the various agents and agencies, was the single most important issue contributing to the success of this case.

Agents conducted surveillance of the FPI factory for several weeks. Although agents gained a great deal of intelligence, they observed no further dumping. During this period, Gabriel and Benjamin LeFave were seen moving quantities of drums to a storage yard near the FPI plant.

Coordination with Clark County Fire Department Hazardous Materials Specialist Mike Cyphers produced bulk quantities of material safety data sheets for materials stored in the FPI building. Cyphers provided intelligence information on the company and the LeFaves, along with diagrams of the internal layout of the plant. Later interviews of the suspects revealed they did not dump in Clark County because they feared detection by Cyphers.

On one attempt to dump within Clark County, the FPI boys drove to a remote location near a U.S. military reservation. Test or training flights were being conducted in the area that night, prompting the boys to refrain from leaving their product on the ground for fear of detection by security personnel. They later related to agents that they joked about seeing unidentified flying objects in the area and later painted "UFO Fuel" on a drum, which ended up at one of their largest dump sites in Mojave NP. The hand-painted label on the drum gave rise to much speculation on the part of investigators during the course of the case.

While surveillance was continuing, agents continued to coordinate with the cleanup effort. This coordination included detailed documentation of each of the crime scene/dump sites. The analysis and documentation involved hundreds of photographs, large quantities of videotape, plaster casting of shoe and tire prints, and collection of labels and other indicia. EPA specialist Stuart Simpson took and preserved dozens of samples from drums for analysis by the EPA laboratory in Denver.

To find other dump sites in the desert, investigators employed an FBI forward-looking infrared-equipped aircraft. A California Highway Patrol helicopter also was used in the detection effort. Ranger Mick Joplin of BLM was intimately familiar with the area and flew as observer on all of the missions.

### Search Warrant Prepared

Ultimately, with the availability of agents and rangers dwindling, the decision was made to terminate surveillance and move forward with preparation of a search warrant. Agents were to execute the search warrant as soon as possible, to prevent further dumping. One key issue in this decision was that the long days, limited staff, high summer temperatures and tedious crime scene analysis were beginning to take a toll on the officers on the case.

On the afternoon of Aug. 15, Foster and BLM Special Agent Bert Tapia followed up a dead-end lead with the Las Vegas Metropolitan Police Department. Later in the day, Foster was to return Northern California to testify in another case and Tapia was to take him to the airport.

Because the FPI location was near McCarran International Airport, agents stopped by the factory as part of a briefing for Tapia, who was new to the case. When they approached the facility, agents saw the brown Dodge pickup parked unattended at the gate, with a partially covered load of six drums in the back.

The agents set up surveillance on the truck and called other agents still in the desert finishing up documentation of the remaining dump sites. A short while later, agents saw Louis LeFave drive out of the compound, with Gabriel and Benjamin in the passenger seats. Louis LeFave drove the truck directly to I-15 and turned south toward California.

### The Sting

Because no other officers were available to help with surveillance, agents followed the truck along I-15 trying to maintain a discreet distance. At the Whiskey Pete's/ Buffalo Bill's stateline casino complex, the boys in the pickup got off the freeway to eat at one of the casino restaurants.

Eventually, Louis, Gabriel and Benjamin LeFave were seen getting back onto the freeway and continuing into California. NPS Criminal Investigator Eric Inman picked up the surveillance and followed the truck about 10 miles. Agents Tapia and Foster followed behind. By this time, Criminal Investigators Mike Blanford and Malcolm Demunbrun from Lake Mead NRA were responding to aid in the surveillance.

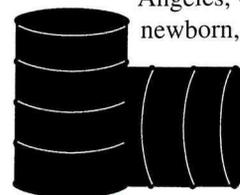
Inman followed the LeFaves to the Mountain Pass Road exit, the scene of two other dump sites, where they left the freeway and drove into the desert. A short time later the truck returned to the freeway, this time without the drums on board.

During this period, Foster continued to maintain close contact via a cellular telephone with Assistant United States Attorney William Carter, keeping him abreast of the developments. Carter, the primary federal environmental crimes prosecutor in Los

Angeles, was also the father of a newborn, only a few hours old.

Once the truck returned to the freeway, Inman began

*(please turn to page 25)*



# ANPR ACTIONS

## Temporary and Term Appointments

ANPR President Deanne Adams sent the following letter Nov. 8, 1996, to Mary Lou Lindholm, associate director for employment at the Office of Personnel Management in Washington, D.C.

The Association of National Park Rangers submits the following comments on the proposed changes to regulations regarding temporary and term employment, as described in the September 9, 1996 Federal Register (61 FR 47450).

ANPR supports the effort of the Office of Personnel Management to streamline the appointing system and authorize the extension of the length of term appointments, when justified, as proposed under the amendment to 5 CFR 316.301. We suggest an additional amendment to this section, to allow these extensions to be made at the discretion of the agency head (or designee) without the approval of OPM, enabling the agency to address agency needs and mission. We support the concept of providing park managers with as many personnel management tools as possible in order to most effectively carry out the mission of the National Park Service in protecting park resources and serving the public.

Agency managers need an additional tool which is not addressed in these regulation changes. ANPR urges the Office of Personnel Management to seek legislative changes necessary to allow park employees serving under term appointments opportunity to compete for permanent positions through agency merit promotion procedures. This authority has been considered in the past in connection with the Ranger Careers Program and the James Hudson Temporary Employee Equity Act.

The National Park Service currently has a significant pool of qualified, highly experienced, dedicated and knowledgeable term employees implementing many of the programs that are critical to fostering public understanding and stewardship of the re-

sources of the National Park System. Many of these employees have worked previously as seasonal and temporary employees in the same or in several units of the National Park System. These employees represent a considerable investment of training, experience and institutional knowledge. It would be expensive for the NPS to recruit, hire, and train replacement employees, plus new employees would take years to gain the same high level of specialized skills and experience.

ANPR recognizes that the effort to streamline of the federal workforce has made it increasingly challenging for park managers to hire their long-term temporary employees in permanent positions. We agree that careful decisions must be made in terms of the wisest investment of the taxpayer's dollar when it comes to managing our federal workforce and resources. It is for precisely that reason that the investment we have made in our term appointed employees must be seriously considered.

It is the view of ANPR that it was not in the spirit of the James Hudson Temporary Employee Equity Act to assist temporary employees of the National Park Service only to terminate them at the end of their four-year term. Instead, we urge that the Office of Personnel Management work with the National Park Service in developing ways for these employees to more effectively compete for permanent positions.

ANPR supports the opportunity for term appointed employees of the National Park Service to compete through merit promotion for permanent positions.

The National Park Service recently issued a reminder to their field units that the initial term appointments which were facilitated by the James Hudson Temporary Employee Equity Act will expire in two years. We urge you to consider the development of suitable alternatives at this time. ANPR is willing to work with you and the National Park Service in finding a solution which will assist these employees and ensure the

maintenance of a National Park System and workforce of the highest integrity and caliber.

Thank you for your consideration and the opportunity to comment on your proposed regulations.



## Housing

The Omnibus Parks and Public Lands Management Act of 1996 included housing legislation that provided some of what ANPR has been working on over the years. Although the bill that finally passed was different than that originally supported, this legislation is a positive step forward.

On Dec. 1, 1996, Deanne Adams wrote this letter to several congressional members and staff who had worked actively on this legislation:

The Association of National Park Rangers would like to acknowledge the inclusion of housing legislation in the Omnibus Parks and Public Lands Management Act of 1996.

While the legislation that passed was different from earlier versions of the bill which we supported and does not include provisions pertaining to rental rates and cost of utilities, we are nonetheless appreciative of your and the Committee's interest in and support of providing quality housing for National Park Service employees. This legislation will hopefully enable the NPS to provide affordable, well-constructed housing where needed in a more timely manner.

We will continue to monitor the status of employee housing in the National Park System and will continue to work with you on housing issues.

We look forward to working with you and the Committee in the 105th Congress.

## ANPR Reports

### Vice President, Professional Issues

Your input is needed! Yes, you! What has been the front line, in-park impact(s) of the reorganization?

We have had a year (plus or minus, depending on what area you live in), under the new structure of field areas and system support offices. Numerous re-engineering workshops were held to smooth the transition. Jerry Rogers, Southwest Support Office superintendent, wrote an article a recent *George Wright Society FORUM* (Vol. 13, No. 3) that should be required reading. It's called "The National Park Service Restructuring: A Perspective."

The Service has already started to modify basic foundations of this structure: the National Leadership Council (NLC) gave approval to eliminate some system support offices. Affected clusters will be told, or will work out new relationships.

One year, when I was a little bitty ranger, I was told to give change "sufficient time." We know that there are different factors at work today that could not be foreseen when this all started: budgets are tighter than projected, privatization moves are stronger than ever, and the Administration's efforts to downsize government are proceeding.

A number of questions are in the front of peoples' minds: Has sufficient time passed to properly assess the effectiveness of the organization? Especially to the extent that the organization should be further modified? Have we (any of us) learned how to work with this new system? Are parks empowered in this structure and are the NLC's recent modifications in keeping with this empowerment? Are SSO's working? Are they needed? What will be the effects — visitor and resource — of some parks having SSO's and others not? Of some parks brokering with two SSO's?



Attendees of the 20th Rendezvous in Corpus Christi, Texas, last November take time out from meetings and workshops for friendly conversation.

As a side line, are communications systems working? Complaints on both sides: we are getting *everything* and can't weed through to get to the important things; or we still don't know what is going on. Too many bulletin boards or not seeing the right ones? Some maintain that "Reply Due" reports have gotten better (fewer, more meaningful and more realistic time frames); others maintain that there are fewer, but time frames are totally out of control — expectations of one-day turnaround in some cases and less than a week even for lengthy documents.

Bottom lines: Given the FTE and budget constraints, are we better able to address resource and visitor needs than we would have been under the old structure? Do we have a national system where front-line employees are comfortable transferring across clusters and field areas, and sliding into new positions with minimal down time?

I will consolidate any thoughts or ideas and forward them to ANPR's board for consideration. Please use the addresses on the back of *Ranger*.

— Ken Mabery  
El Malpais



### ROAD MAP for my heirs

ANPR has prepared this "Road Map" to assist family or friends in handling the many details required when a spouse or loved one dies.

The notebook contains personal information (fill-in-the blank) forms about:

- who to notify and your desires about final arrangements
- civil service, military & Social Security benefit details
- insurance facts
- bank account, property, credit card, TSP, investment & retirement account numbers & information
- synopsis of life, obituary & family history
- list of disposition of personal items
- anatomical gift wishes
- examples of durable power of attorney for health care & finances

This Road Map is a must and makes for a caring, loving gift for family and friends.

The book costs \$10, plus \$4 for shipping and handling. Colorado residents add 3% sales tax. **U.S. currency only.**

**Make check payable to ANPR.**

Send to: Frank Betts  
4560 Larkbunting Drive, #7A  
Fort Collins, CO 80526

## Retirement Task Group

I recently sent a letter to an NPS friend of mine who is considering retirement and is wondering about his TSP funds. I, of course, recommended that he transfer the funds into the Vanguard Index 500 when he does retire. I thought the letter might also be apropos to share with the membership.

Dear Bob & Mary (not the real names),

Along with all the investment magazines we get in the mail are also offers for newsletters, books, etc. I usually throw most of them away but the enclosed article was from a flyer for a newsletter which caught my eye while I was on the way to the waste paper basket. One of the articles headlined on the front was entitled, "*The Single Best Mutual Fund You Can Buy.*" Well, I had to at least look at that. Guess what? It turned out to be the Vanguard Index 500 — your C Fund! I thought of you, tore out the page and threw the rest away. I felt pretty good because the guy agrees with me.

The market is over 6400 today going for 6500. You can count on this meteoric market coming down some day. Maybe next month, maybe next year. Who knows? Investors don't lose money unless they sell. Remember that! However, while you are still employed, if the market goes down, every two weeks your contribution into the C fund buys more stock for the same amount of money. Looking back at all the corrections (crashes) dating back to the late 1800s the Dow Jones has always come back and usually with a vengeance. I have facts to prove it. This reversal may take a

year or so to complete, but when it does, those shares will be worth more because you bought them on sale. I'll bet you that you will live to see the Dow Jones Average break 20,000 in your lifetime. Don't take me up on it because I probably won't be around to collect or, if I am here, to even remember the bet.

You will retire with a nice pension along with a cost-of-living increase every year insuring that your pension will keep pace with inflation. But the folks in the FERS program won't have that guarantee and must rely on their TSP investments to keep them in groceries after they retire. If they don't invest early in the C fund and continue to invest in something like the 500 Index after they retire, they aren't going to make it, at least within the lifestyle they have become accustomed to. Inflation, taxes and low interest rates will exhaust their fixed income investments.

It's a scary thing. I'm glad I'm not in these kids' (anyone under age 45) shoes as I probably wouldn't understand or take advantage of the TSP either. Who in government gives them this information? This is why Kathy and I are trying to get this message across to FERS employees so they can retire comfortably, like you and I.

The TSP (C fund) for these employees is their retirement. Social Security may not be there for them. And if it is, it won't be much, particularly if Congress keeps stealing from it and doesn't fix it! They are stealing from your and my CSRS retirement funds and the G fund now. That's one of the reasons for you to get your TSP savings out of there upon retirement.

— Frank Betts, Retired

## Mentoring Task Group

While activity is still pretty quiet with the mentoring program, the number of returned questionnaires and new requests for information have been picking up recently.

Since we started the mentoring program last year eight people have sent in their completed questionnaires looking for a mentor or offering to mentor someone. Three matches have been made from those eight people.

Several others have requested questionnaires but have not returned them yet (you know who you are!)

The mentoring program is here to help you with career development in the NPS or to prepare you to be more active with ANPR at the higher levels. So far all three matches have been established to help a lesser experienced Park Service employee get together with someone who has experience in their desired career path. These three protégés will have the benefit of their mentors' counsel as they plan their career strategy in the coming months.

If anyone has any thoughts on how to increase interest in the mentoring program or would like to be a part of the work group please give me a call. Likewise, if you're interested in being a mentor or a protege, let me know and I'll send you an information sheet and a questionnaire to complete. Hope to hear from you soon!

— Bob Cherry  
Blue Ridge

Letters to the editor are welcome. Signed letters of 100 words or less may be published, space permitting. Please include address and daytime phone. *Ranger* reserves the right to edit letters for grammar or length. Mail to **Editor**, 26 S. Mt. Vernon Club Road, Golden, CO 80401.



**WATER FUN:** DARE kids converge on the NPS DARE boat at Roosevelt Lake in Washington.

## DARE in the Green and Gray

By Steve Clark  
Coulee Dam

Ever since President Clinton alluded to the DARE program in the first presidential debate last fall, the Drug Abuse Resistance Education (DARE) program has been in the national spotlight.

Clinton had also stated in his 1996 State of the Union address that "these DARE officers are making a difference," while speaking about teen drug use.

The DARE program was started in 1983 by then-Los Angeles Police Chief Daryl Gates with 10 police officers as a way to try to stop drug use and violence before it started and to serve as role models for kids in the City of Angels.

Today the DARE program is present in 80 percent of America's school districts and has educated more than 30 million children. It is alive and well in over 30 countries and still growing. As a school board member and DARE officer in the Coulee Dam, Wash., community, I see firsthand how the DARE program works with impressive results.

DARE made its way into the NPS in 1988 at Grand Canyon National Park when Ranger Beth Betts approached then-NPS Director Mott to discuss the possibility of having rangers teach the DARE program. She, along with a few pioneering NPS managers, convinced Mott that the DARE program

should be initiated in NPS units throughout the country.

Nine years later, the NPS DARE program has spawned from the Grand Canyon to dozens of parks throughout the U.S. Betts and other rangers at Grand Canyon have seen their vision of rangers taking a role in children's futures come true.

In August 1996, 25 NPS rangers and 15 U.S. Park Police officers converged on St. Louis, Mo., for the ninth annual National DARE Officers Conference. More than 3,000 DARE officers from more than 18 countries were present.

In the NPS, our numbers included district rangers, chief rangers, field rangers, a superintendent, law enforcement specialist and DARE Officer Dan Walters from the Columbia Cascades Cluster, and Midwest Field Director William Shenk, a great DARE supporter. He addressed the conference at a gathering one evening under the magnificent Gateway Arch.

Rangers from Wrangell-St. Elias, Valley Forge, Grand Canyon, Delaware Water Gap, Natchez Trace, Indiana Dunes and countless others made their way to St. Louis to show their support for America's kids. Tom Cherry, FLETC program specialist and a DARE supporter, also attended and was instrumental in educating other law enforce-

ment agencies that the NPS is dedicated to the DARE program.

Rick Drummond (Ozark National Scenic River) and I presented three workshops promoting outdoor recreation as an alternative to teen drug use. In essence, our message was to promote NPS units to fellow DARE officers and urge them to take advantage of beautiful parks in their region, whether they are federal, state, city or county. At Coulee Dam, Ranger Beth Dilley and I are committed to exposing children to the exhilaration and beauty of outdoor recreation. This will assist them in keeping out of trouble and will open their eyes to something new and different.

The DARE program is an effective community relations program in the National Park System. I urge NPS rangers and managers to explore the DARE program and how it can assist not only children, but also community relations in the parks.

Kids refer to me as "Ranger Steve." I teach kindergarten through fifth grade and make countless visits to the middle school and high schools. The beauty of the DARE program is that it places rangers in front of tomorrow's visitors and leaders. Not only do we discuss drug education, anger management, peer pressure, gangs, self-esteem and other pertinent youth issues, we talk about personal safety and environmental ethics. I've brought my stuffed rattlesnake and hundreds of other items to make learning fun and different. The kids love it.

The DARE program has been lauded by U.S. senators, governors, mayors, the Navy's Blue Angels, NASA, past presidents Reagan and Bush, and President Clinton, whose daughter is a DARE graduate.

A drug education program such as DARE, won't singlehandedly eliminate drug use among America's youth. However, along with caring and involved parents, a strong community, schools and law enforcement, the DARE program can assist each group in making a difference in our children and their futures.

Remember, kids don't care about how much you know, they just need to know how much you care.

DARE — and just DO IT! □

# IRF Update



By **Bill Halainen**  
Delaware Water Gap

The main focus of the International Ranger Federation this year will continue to be the upcoming World Congress in San Jose, Costa Rica. It will be held between Thursday, Sept. 25, and Monday, Sept. 29.

The Congress will cost about \$600 per delegate, double occupancy. The price includes six nights in the hotel, five days of three meals with a sixth dinner, and all tips and taxes. It also covers the cost of meeting rooms, audio visual equipment, complimentary rooms for guest speakers, sundry conference facilities and field trips.

Support for the Congress within Costa Rica has been strong. President Figueres hopes to participate in the welcoming ceremonies and at other times during the Congress. Minister René Castro, who oversees the ministry charged with environmental matters, will participate in several activities. The Costa Rican Institute of Tourism has expressed interest in sponsoring a banquet; the National Tourism Council has promised to staff a welcome area at the airport; two NGOs have indicated that they will sponsor Costa Rican ranger participation in the Congress.

ANPR has agreed to take the lead in organizing and managing the Congress. Leading the effort for ANPR are past president Rick Smith, who is overall coordinator; past president Rick Gale, responsible for fund-raising; Rendezvous coordinators Bill Wade and Barbara Goodman, who are overseeing, respectively, hotel coordination and program development; Lyn Rothgeb, the Congress registrar; and Bill Halainen, communications.

The group, under Smith's leadership, already has accomplished these tasks:

- Arrangements in Costa Rica have largely been completed.

- The registration process has been established. If you are interested in attending, contact Lyn Rothgeb via fax, (540) 743-1775, or e-mail — rothgeb@aol.com — for further information and registration forms.

- Brochures on the Congress in both English and Spanish have been developed, distributed to member associations and Zakopane delegates, and mailed to about 600 prospective park contacts worldwide.

- An orientation packet to the Congress — also in both English and Spanish — has been developed.

- The program has been developed and largely completed. It will appear in the spring *Ranger*.

- Almost \$25,000 in pledges from several businesses and organizations were received prior to the Rendezvous; several other promising contacts have been made. While at Corpus Christi, Rick Gale passed a stetson around and asked for contributions to sponsor travel and attendance at the Congress by one or more rangers from poorer nations; within 10 minutes, the hat was filled with \$2,300, a sum that was increased by another \$1,100 before the Rendezvous was over!

- A representative from IRF attended the World Heritage Congress in Montreal last October and garnered support and assistance from members of the world parks community for both IRF and the Congress. IRF will work with the Costa Rican government on an application to World Heritage for funding support for the Congress.

Most of the efforts of the federation itself are presently concerned with internal matters - finances, organizational structure, etc. Most of those should be sorted out by spring. Here are several of the other activities underway within IRF:

- IRF-inspired efforts to organize national ranger associations continue. Swedish rangers will hold an organizational meeting in January. The new Australian Ranger Association held its inaugural meeting at Belair National Park in Adelaide, South Australia, this past March; attending were representatives from territorial services in Northern Territory, South Australia, Western Australia, Victoria, and Australian Capital Territory.

- The text of the long-awaited Zakopane proceedings are now in the hands of the editor of this magazine and should be published this winter.

- IRF leaflets, pins and decals have been produced. The latter should soon be available for purchase.

**A final note:** Many people have volunteered to work on IRF projects. Coordination of offers and direction to possible projects has not yet been possible because the federation has been focusing on internal organizational matters lately and because no one has yet offered to coordinate such offers. Please bear with us a bit longer until we can associate names with projects. □



## Why should you join ANPR?

*Here are some member benefits*

The Association of National Park Rangers celebrates its 20th year this year. As a member, you have access to many benefits. Included are:

- Quarterly *Ranger* magazine with professional information & updates
- Special ANPR promotional items to buy
- A way to keep in touch with friends and colleagues in the ranger profession
- Travel service
- Health insurance for seasonal & permanent employees
- Discounts on Rendezvous registration & ANPR-sponsored training courses

For more information about these programs, contact:

### ANPR Business Manager

Debbie Gorman  
P.O. Box 307  
Gansevoort, NY 12831  
(518) 743-1146

Prospective members, see the membership form on the inside back cover of *Ranger*.

## The Professional Ranger

### Resource Management

**Resources Careers Update** — Task force members and classification specialists conducted over 125 reviews of natural and cultural resource management positions at 13 parks and centers in the last year. John Mussare, special assistant to the deputy director and former chief classifier for the service, summarizes the findings:

“The minimum full performance level for professional resource management positions in the NPS was clearly a GS-11. Some professional positions, however, have been filled with people who lack the expertise or education to perform professional work or are hired below the skill and grade level needed for the job. At the same time, many well-qualified technicians are performing professional work not reflected in their grades or position descriptions. This creates classification and position management concerns. In other words, we are not managing our workforce the way we should. Frequently we have generalists attempting to perform professional level work. With the shortages of staff, we need to be careful that we give the resources the academic attention they need. For downsizing/budget reasons, professional work is being diluted as staff are being asked to do other types of work. In other words, their time is spent on things other than professional resource management. In some series (e.g. curators and historians), we are not ensuring that sufficient time is devoted to research. There is strong belief that resource management should report to the Superintendent or Assistant Superintendent. Many people believe that the resources are not being adequately represented when it comes to budget or priority setting.”

Twenty-three benchmark position descriptions have been classified and are ready for field review as soon as the National Leadership Council gives its OK. Phase I implementation, which would involve each park reviewing its resource management positions and moving qualified staff into

the benchmark PDs, could happen early in 1997. It hinges upon the top-level support and a willingness to reprogram some of the funds necessary to mitigate the financial impact on the field.

**Co-op Agreements** — The FY 1997 NPS appropriations bill signed by the president established permanent authority for the NPS to enter into cooperative agreements “to carry out the public purposes of National Park Service programs.” You may have thought we already had this authority, as we have been using CA’s for years, and they are the lifeblood of our research and many of our resource management efforts. In fact, we have had to stretch to justify these agreements under other, much less direct, legislation, and that has resulted in CA’s frequently being rejected by our own solicitors. This new authority will make these tools far easier to use.

The **USGS Biological Resources Division (BRD)**, the successor to the National Biological Service, has its first chief. He is Denny Fenn, former (acting) associate director for Natural Resources of the NPS. I can’t think of a better person for the NPS to be in that job. Fenn knows the Park Service, understands the role of research which supports management, and is a good friend to many of us.

**CRM** is the name of the Service’s excellent cultural resource management journal. It’s now in its 19th year of publication and keeps getting better. It comes out about 6 times a year and addresses cultural resource management in and outside of parks. For a free subscription, write to: Editor, *CRM* (2250), USDI-NPS, PO Box 37127, Washington DC 20013; phone 202/343-3395; or e-mail to ron\_greenberg@nps.gov.

— Bob Krumenaker  
Shenandoah

### Protection

**Remember Michael** — On August 26, 1996, Bryce Canyon Ranger Michael Beaulieu died in a motor vehicle accident while responding to a fire. This was Beaulieu’s second year with the National Park Service serving his first year at Acadia NP. This tragedy serves as a reminder to us all, not only in the Protection Division but to all employees, the dangers involved with operating a motor vehicle even during so called routine use.

He leaves behind a daughter, Jordyn Walton. A college fund has been set up for her and you are invited to contribute to the fund. Donations may be sent to: Jordyn Walton Fund, Account #193095007467, Key Bank of Maine, 187 State Street, P.O. Box 847, Presque Isle, ME 04769.

**ABS/Air Bags** — ABS or anti-lock braking systems are becoming ever more prevalent with patrol vehicles.

In my recently issued 1996 Jeep Cherokee, the owners manual devotes more information to the radio system than to the ABS equipment. A word of caution: there have been law enforcement officers killed in motor vehicle accidents due to the fact they didn’t adequately understand or train in how the ABS braking system worked. I strongly recommend all employees whose vehicles are equipped with such features practice and train in the use of this very important piece of equipment.

Further, another bit of vehicle safety involves the issue of passenger side air bags. Experts are recommending that children never be placed in front seats of such vehicles even up to age 12. Countless times rangers transport children in visitor assist situations and again a word of caution, never place children in this vulnerable position.

### Critical Incident Stress Management (CISM)

— I recently attended the Advanced Critical Incident Stress Management and Post Trauma Syndrome Class in Portland, Ore., with instructor Dr. Jeffery Mitchell, literally the founding father of CISM in the world. Included in the class were members of every branch of the military, major airline flight attendants and pilots, doctors in the mental health profession, paramedics, police officers and even Ph.D.s from the

German Air Force.

Human resources are an important asset in any organization. I urge all employees to use CISM in their parks; it truly can save a life.

Just three days before he was to receive his Department's medal of valor award for rescue efforts following the bombing of the federal building in Oklahoma City, DARE officer Sgt. Terrance Yeakley was found shot to death in a field near his home in El Reno, a victim of suicide. Yeakley was among the first Oklahoma City police officers on scene of the April 19, 1995, bombing. He was able to rescue at least four people before he fell through two floors of the bombed-out building and injured his back.

According to his fellow officers, Yeakley carried alot of guilt because he was hurt and unable to continue his efforts.

In a letter to the editor of a local Oklahoma City newspaper, a mother wrote: "One Friday night I drove to church to pick up my daughters from a 'parents night out' program. Down the hallway walked Terry Yeakley, knee-deep in kids, with a big grin on his face and a copy of 'Green Eggs and Ham' under one brawny arm. My children are too young to understand death, but they understand what love is; they never forgot the time 'Officer Terry' came to the church and read to them."

National park rangers are constantly faced with death and destruction. Please ensure these heroes are taken care of so they can go home to their families and get hugs for years to come.

CISM works. Take advantage of it; take care of our precious human resources. □

— Steve Clark  
Coulee Dam

## New ANPR dues rates reflect true cost of member services

**For the first time** in seven years, the ANPR board has increased membership dues. The new rates were approved unanimously by both the board and several dozen members who attended the business meeting on the last day of Rendezvous XX last November in Corpus Christi, Texas.

As the board developed ANPR budgets during the last few years, it became clear that we didn't have the funds to carry out some of our most important programs. The treasurer and the budget and finance committee analyzed our dues structure and compared it to dues rates of similar groups.

The committee's report showed that the cost of providing basic member services was \$39 per member. Services include the production, printing and postage for *Ranger*, newsletters, and special membership mailings supporting the work of the Association such as testifying before Congress and communicating with NPS managers.

Yet, ANPR dues were only \$30 for an active member and \$20 for a seasonal or retiree. Furthermore, the money we have invested from our life memberships does not yet produce enough revenue to cover the cost of servicing those members. We depend on several other sources of revenue to meet the basic expenses of providing services to our regular and life members.

We have developed a three-pronged approach to restructuring our finances. First, we developed a new dues structure with a sliding scale according to the salary of the

member. The average GS-9 park ranger will pay \$45, which will cover the cost of providing services to that member and provide a bit extra for special projects. Members with higher incomes will be asked to contribute more so that we can continue to provide a discount for seasonal, student and low-income members. A joint membership will be a constant \$15 more than a regular membership. Rates for subscribing, corporate, supporting and life members have also increased.

Second, we launched a major campaign to increase the principal in our life member account so that it will provide enough dividend and interest income to pay the costs of servicing life members. We will be recognizing all life members who increase the amount of their contribution up to the current life membership rate. This will be in the form of special "Century" life memberships for each additional \$100 contribution.

Finally, we are implementing several cost-cutting suggestions, but as former president Rick Gale stated, "We are no longer cutting the fat out, we are whacking at the bone."

The new dues structure is listed on the back inside cover of this issue. Future issues of *Ranger* will give you updates on how these new dues have improved our financial standing.

— Deanne Adams  
ANPR President

### Join park supporters from around the world in Costa Rica — this September!

ANPR is helping to coordinate the Second World Congress of the International Ranger Federation Sept. 25-29 in San Jose, Costa Rica.

This is your next opportunity to be a part of this exciting international park and ranger organization. Join ANPR and your friends in September in Costa Rica!



For further information, follow updates in *Ranger*. You also may contact International Affairs task group leader Barbara Goodman or Vice President Bill Halainen. (See addresses on back cover.)

The **IRF** is composed of Ranger associations from the following countries worldwide, with others soon to join:

- |                            |           |
|----------------------------|-----------|
| Scotland                   | Australia |
| United States              | Romania   |
| United States (California) | Portugal  |
| Northern Ireland           | Iceland   |
| Africa                     | Nepal     |
| Ireland                    | Canada    |
| Italy                      | Germany   |
| Denmark                    | Romania   |
| Honduras                   | Slovakia  |
| Costa Rica                 |           |



Lee Island Coast

**Mark your calendars now!**

## ***21st Ranger Rendezvous***

***Fort Myers, Florida***

***Oct. 14 – 18, 1997***

**SUNNY RETREAT:** The annual Rendezvous in Fort Myers, Fla., will bring a summer extension to northern inhabitants. Plan to be there!

# Head to Sunny Gulf Coast in the Fall

**T**he 21st annual Rendezvous is set for Oct. 14-18 in Fort Myers, Fla., for a second consecutive trip to the Gulf Coast area.

Rendezvous organizers have chosen the 417-room Sheraton Harbor Place Hotel overlooking the Fort Myers Yacht Basin in historic downtown. The room rate for single or double occupancy will be \$69 per night plus tax.

More than half of the rooms are junior executive suites, which include a king-sized bed, living area and wet bar. The remaining rooms are standard double rooms. The hotel also has two penthouses with two bedrooms, living room and kitchen, as well as one mini-penthouse with one bedroom, living room and kitchen.

Other hotel amenities include indoor and outdoor pools, jacuzzi, lighted tennis courts, fitness center, full-service restaurant, lounge with nightly entertainment and poolside

lounge. Complimentary shuttles are offered to the airport, Edison Regional Shopping Mall and nearby golf courses.

Southwest Florida International Airport in Fort Myers currently is served by several major carriers, including USAir, United and Delta. The airport is 20 minutes from the hotel.

The hotel is along the banks of the picturesque Caloosahatchee River and adjacent to the Harborside Convention Complex.

The beaches, as well as the islands of Sanibel and Captiva, are about 30 minutes away. Seventy golf courses are from five to 45 minutes away. The historic homes of Thomas Edison and Henry Ford are within walking distance.

### **Other Attractions**

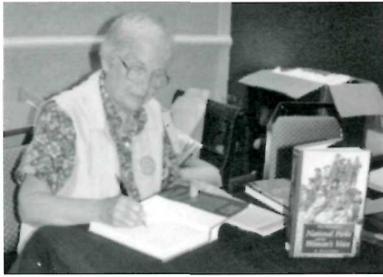
The six-hour FunKruz on the Gulf of Mexico features full dinners, live entertainment, dancing and the challenge of a Las

Vegas-style casino. The Seminole Gulf Railway offers romantic dinners, murder mysteries and Sunday brunch. The Broadway Palm Dinner Theater allows you to enjoy three lavish buffets followed by a Broadway show with professional actors and musicians.

The ANPR Board of Directors meeting and pre-Rendezvous training sessions are scheduled for Oct. 12-13.

ANPR is pleased to hold the Rendezvous again in conjunction with the Association of National Park Maintenance Employees. Look for more Rendezvous details in upcoming issues of *Ranger*.

If you're interested in helping with this upcoming Rendezvous, contact Bill Wade or Tony Sisto to get on the list. (Addresses on back cover.) □



**Polly Welts Kaufman** signs copies of her book, "National Parks and the Woman's Voice: A History," at ANPR's Rendezvous last November in Corpus Christi, Texas. Kaufman also was part of a panel discussion on "Looking Back/Looking Forward." In a slide presentation she addressed the topic, "Who Walked Before Me."

She is offering *Ranger* readers a 20-percent discount on her 320-page, \$42 book. The special price is \$34. Call or fax your order to (505) 277-4810. You also may order toll-free at (800) 249-7737 or fax, (800) 622-8667.



### ANPR's Second Century Club

The Second Century Club has 39 members. Realizing life membership in ANPR is still a bargain at any price, each life member has paid an additional \$125, matching the original life membership fee. The additional contribution will expand the principal in the life account, thereby producing increased investment potential.

Membership in the Second Century Club is available to all original life members. Send a check for \$125 to ANPR, P.O. Box 307, Gansevoort, NY 12831. Payment schedules may be arranged.

## In Print

### Science and Ecosystem Management in the National Parks

Gary Davis and William L. Halvorson; University of Arizona Press; 1996

By **James F. Milestone**

Every park manager, resource specialist and field ranger involved in protection of national parks would find "Science and Ecosystem Management in the National Parks" an extremely valuable lesson.

Without becoming lost in the jargon so often associated with scientific studies, Davis and Halvorson present 12 easily understood case studies of resource management policy problems that faced national park managers over the past century. The book clearly demonstrates that decisions based on sound scientific information are more enduring and cost effective than decisions derived from opinion-based beliefs.

This book has something for everybody, with case studies spanning the nation, from Hawaii National Park to Mammoth Caves National Park in Kentucky. In depth histories of the Isle Royale National Park wolf studies to habitat threats to pup fish in Death Valley will allow the reader to fly through the fascinating case studies.

The book briefly describes the challenges and struggles the National Park Service's research and resources management program has endured since the agency's conception in 1916. Despite the roller coaster ride, individual scientists from both outside research institutions and from within the Service have persevered, discovering the benefits of sustaining long-term research programs. Armed with "trend data," park superintendents have been able to make key policy decisions that have proven correct over time.

In contrast, some parks made decisions too quickly, based on personal beliefs and opinions involving complex ecosystems with variable influences. For example, unsubstantiated opinions brought about the cutting of 313 saguaro cacti at Saguaro NM in 1941-42. The cut trees were thought to be

diseased, but scientists discovered some 20 years later that the trees weren't diseased, but only damaged by severe winter freeze events.

Science-based research and monitoring programs that are subject to rigorous peer review can prevent such disastrous programs from occurring, helping park managers protect park resources for future generations.

"Science and Ecosystem Management in the National Parks" combined the collective talents of nearly 30 writers and some of the finest scientists working in national parks today. The overall tone of this book is written in a positive light, trying to share knowledge learned from mistakes and successes. While some books describing national parks focus only on problems, providing the

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*"Halvorson and Davis succinctly define five themes the lessons from the past century of research and management have taught us."*

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readers with no real solutions, Halvorson and Davis succinctly define five themes the lessons from the past century of research and management have taught us. These five themes are then broken down to 13 key points.

One of the valuable contributions this book makes to national park management is the general explanation of why successful science programs have worked and others have failed. Such analysis is valuable to any national park manager working with a science research program or struggling with a controversial natural resource policy decision.

If you have ever wondered why scientists spend so much time, year after year and season after season, collecting data, this new book will convince you that the work is worth the effort. Halvorson and Davis have made a true contribution to the national parks' science program in writing this book and have made reading this story an enjoyable and interesting experience.

*James F. Milestone is the NPS representative in the Regional Ecosystem Office in Portland, Ore.*

## A Rage for Justice: The Passion and Politics of Phillip Burton

John Jacobs; University of California Press; 1995

By Cleve Pinnix

Twenty years ago, Congressman Phil Burton lost the race of his life by one vote. For years, while representing an urban San Francisco House district, Burton had maneuvered toward his goal, to be elected as Majority Leader, the heir apparent to the Speakership. Jim Wright of Texas eventually became Majority Leader by a margin of exactly one vote.

But as any readers of *Ranger* whose careers took them to Washington in the late 1970s know, Burton spent little time dwelling on his defeat. He was a senior member of the Interior and Insular Affairs Committee of the House. At the urging of California supporters who were desperate to better protect the woefully inadequate Redwood National Park, Burton took the Chairmanship of the subcommittee. The next four years were an extraordinary time in the legislative history of the National Park System.

I couldn't avoid this book because Burton was my boss for those four years. This book is a portrait of a brilliant, but deeply flawed man whose career was tightly interwoven with major issues of mid-20th century politics. The reward for any reader is both a detailed recounting of the life of this astonishing politician and a look at the inside politics of the legislative branch of government, including the NPS.

To read of his life in the House of Representatives, his obsession for two decades, is to recall the great issues of those years. Burton was among the first in the House to oppose America's role in Vietnam. It was Burton who drove the stake into the heart of what remained of the House Un-American Activities Committee. And, it was Burton shepherding Bobby Kennedy through the California primary in the chaotic spring of 1968 until the night of Kennedy's primary victory, a night that ended with Kennedy's death by an assassin's bullet.

So, what of Burton's involvement with the National Parks? Burton arranged the

restructuring of the Interior Committee to consolidate the jurisdiction over national parks and federal recreation programs. He immediately began his homework to learn more about this new subject area, while staking out his top priority, the expansion of the Redwood National Park.

He lost no time in identifying the enemy. The "exploiters," to use Burton's term, were the major private landowners in the redwood region who were logging old growth forest near the existing park. He plunged into the issue, devouring reports on the downstream damage caused by logging operations, developing a network of contacts both within the NPS and in California. He ultimately solved the politics of expanding the national park by incorporating a remarkably generous compensation package for forest industry workers affected by park expansion. Was that good public policy? That's certainly debatable, given the expense of the program. But was it effective in accomplishing his objective to expand the national park? Absolutely.

There are good stories here for anyone interested in the national parks during this part of Burton's career. Burton applied his enormous energy and intellect to this arena, and the results were astounding. And as with anything he touched, there was plenty of controversy to go around. For instance, the enormous "Park Barrel" bill, an unprecedented omnibus measure, showed the Burton wizardry in controlling the drafts, mastering the details, and assembling unlikely coalitions of support to accomplish the agenda.

Readers will, I hope, forgive this reviewer my confession that I cannot be ob-

jective about this time in Burton's life. I remember Burton sitting on the couch in his subcommittee office at night, his shoes off, waving a tumbler of straight vodka in one hand pointing with his big toe to the place on the map where he wanted a wilderness boundary line adjusted, while the Chief of the U.S. Forest Service and I struggled to keep up with his instructions and commentary.

Others may question his motives and the value of what he accomplished in this field. I saw a brilliant, if flawed, legislator, utterly committed to the value of his cause, working as only he knew how to accomplish his goals. My suggestion is to read Jacobs' account, consider the number of long-standing controversies dealt with, the additions to the national parks, and draw your own conclusions.

Politics is much about people as it is about issues. Years from now, scholars will be able to recite the acreage added to the National Park System from 1977-1980, or the miles of scenic rivers designated, or the costs of paying employment compensation in the redwoods country, or the categories of protected lands in Alaska, and it will all be dry and rational and quite correct. But John Jacobs did his reporting well. Before too many years had gone by, and the memories had all faded and the wounds fully healed, he talked to the people who knew, and feared, and admired, and hated, and loved, and still miss Phillip Burton. □

*Cleve Pinnix is director of Washington State Parks in Olympia, Wash. From 1974-1981, he was staff consultant to the House Subcommittee for National Parks and Recreation, which Phil Burton chaired from 1977-1980.*

### Let us help.

NPF awards grants to support the National Parks. In 1993, \$2 million in grants were awarded for:



- education and outreach
- visitor services and interpretation
- volunteer activities
- NPS employee programs

Grants are awarded twice a year. Deadlines are June 15 and Oct. 15. For guidelines and grant applications, contact:

**National Park Foundation** • 1101 17th St., NW, Suite 1102 • Washington, D.C. 20036-4704 • (202) 785-4500

*National Park*  **FOUNDATION**

## Ranger readers provide comments on magazine contents

Seventy-five *Ranger* readers returned the recent readership survey, and their ideas will help the staff shape upcoming issues of the journal.

All in the Family, Professional Ranger and the Letters sections proved to be the best-read parts of *Ranger*. About 93 percent, 69 percent and 67 percent, respectively, of respondents always read these sections.

Here are other readership results of the various sections in *Ranger*:

- ▶ 61 percent always read the president's message; 29 percent read it sometimes.
- ▶ 41 percent always read the main features; 55 percent read them sometimes.
- ▶ 61 percent always read ANPR Actions; 32 percent read it sometimes.
- ▶ 53 percent always read ANPR Reports; 35 percent read it sometimes.
- ▶ 27 percent always read the book reviews; 45 percent read them sometimes.
- ▶ 44 percent always read the Rendezvous news; 32 percent read it sometimes.
- ▶ 31 percent always read the International Ranger Federation news; 31 percent read it sometimes.

More than 64 percent of respondents are interested in reading more human-interest items — such as people profiles, travel pieces and ways to get in touch with other members — in *Ranger*.

Likewise, 55 percent of respondents want *Ranger* to include more one-page, short articles. In addition, 51 percent of respondents want to see more surveys of rangers for opinions on NPS issues.

On the other hand, respondents like the current emphasis on articles about NPS policy (48 percent said it's OK as is), thematic issues around one main subject (53 percent), in-depth feature articles (61 percent) and political pieces (53 percent).

*"Add articles and comments from organizations and people who don't support NPS's mission and who aren't in federal service."*

*"How about articles or an entire issue on unionizing the ranger ranks? Pro & con views."*

We also asked your opinion about articles/reports about ANPR as an organization. About 59 percent of respondents said we print exactly the right amount of news in this area. However, 28 percent want to see more in this area.

About 67 percent of respondents say occasional reprints of previously published articles are OK in *Ranger*; 8 percent prefer only original articles; 23 percent say it's OK to reprint anything that may not have been distributed widely; 3 percent say don't reprint anything.

Some *Ranger* editions have focused more on NPS and park issues; others have focused more on the ranger profession. About 71 percent of respondents say they like the current mix. However, 8 percent are more interested in park issues and their management than in ranger profession articles; 15 percent are more interested in ranger profession articles. One respondent wants *Ranger* to give more attention to ranger professions other than law enforcement and interpretation, such as bio techs, fire techs, fee clerks and research employees.

Many of you became ANPR members for several reasons. The most often-marked category was professional affiliation, which received 63 marks. This question allowed you to mark as many categories as applied. Other categories and the number of marks they received:

Advocacy stance — 43  
*Ranger* magazine — 40  
 Career enhancement — 39  
 Social aspects — 32  
 Annual Rendezvous — 21

Other reasons — 10, including information source on current issues, education, 6(c) lawsuit and support ANPR.

Forty-five percent of survey respondents have been NPS employees for 11 to 20 years. Seven percent have been employees

*"Seasonal issues have been neglected, especially in relation to federal cutbacks."*

*"The magazine is an excellent recruitment tool. Its handsome design and well-written articles give it much credibility as a professional journal."*

for under three years, while 28 percent have been NPS employees for three to 10 years. Twenty percent of respondents have been employees for more than 20 years.

Many of you took extra time to write additional comments. We appreciate all of your comments — from the compliments to the concerns. With your help we can make *Ranger* a better publication for members of the Association of National Park Rangers.

— Teresa Ford, Editor

### What readers said:

*"We need a web site!"*

*"In general the journal is well written and prepared. For my personal taste it too closely resembles work. I would like to see more on rangers as individuals and families, and less on NPS issues. Thanks for the good work!"*

*"Make articles brief — one page preferably."*

*"Thanks for keeping me informed! Ranger has been my connection to the NPS while I'm on LWOP in England. I've read each issue cover to cover and have thoroughly enjoyed being updated/informed on issues."*

*"What are rangers doing in the field? Who are they? We need more human interest to establish connection within the family."*

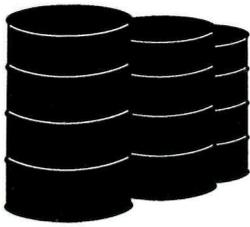
*"Who are the other members?! ANPR should publish a membership directory annually."*



*"Thanks for taking the time to answer the survey!"*

## The Mojave Plastics Investigation *(continued from page 13)*

following it north, back toward Las Vegas.



At this time, Foster called for the units to converge on Inman's location and stop the dumping suspects.

As the LeFaves drove into the desert to dump, they passed one of their previous dump sites. Gabe later said he noticed the drums were now standing upright and had numbers spray-painted on them. This had been done that day by the haz-mat cleanup contractor in preparation for removal. Gabe pointed out the drums to Louis, suggesting they not dump this load. The 30-year-old Louis, who later described himself to investigators as "...a Toys-R-Us kid..." reassured Gabe, telling him they had nothing to fear.

As the boys traveled north, they spotted Inman's unmarked vehicle and a sedan driven by a citizen, traveling behind them. Thinking that both vehicles might be the police, Louis accelerated to over 90 mph., trying either to elude or flush out the agents following him.

### The Arrest

Because the decision already had been made to arrest the suspects, Inman gave chase. Louis LeFave then turned across the freeway median, speeding back south along I-15. Inman followed the LeFaves onto a secondary road, ultimately stopping them near the scene of a 20-drum dump site. Immediately backed up by Tapia and Foster, the LeFaves' were taken into custody without incident.

At the scene of the arrest, Louis waived his rights and gave a full confession, before asking to see a lawyer. Gabriel LeFave also waived his rights and provided a confession. Gabriel later drew a map and took

EPA agents on a tour of each site. Gabriel LeFave later was to testify before a federal grand jury, in return for limited immunity from prosecution.

Agents, rangers and officers from the NPS, BLM, EPA, Las Vegas Metro Police Department and Clark County Fire Department Hazardous Materials Response Team served a search warrant at the FPI site the following day. Agents found considerable evidence linking FPI, its president, Gene LeFave, and the employees to the dumping.

### The Indictment

A federal grand jury in Los Angeles later handed down a 21-count indictment of Gene LeFave, Louis LeFave and Fluid Polymers Inc., citing violations of RCRA, CWA and 18 USC 1361. The defendants later plead guilty, without plea agreement, to four Clean Water Act violations.

The court delayed sentencing in the matter several months after Gene LeFave was diagnosed with cancer. See the adjacent story for sentencing details. Now that sentencing was handed down on the four Clean Water Act counts, Assistant U.S. Attorney Carter will make a decision about taking the remaining counts to trial. The total cost to the taxpayers for the cleanup and investigations ran well in excess of \$200,000.

Carter has described the case as containing all of the elements of a classic environmental crimes case. He reports using it as an example for training attorneys new to environmental crimes prosecution. □

**This synopsis was written as part of an "Environmental Crimes Handbook" for the National Park Service, to aid in the management, mitigation, investigation and prosecution of environmental crimes committed in NPS units nationwide.**

*Alan P. Foster is a criminal investigator with the National Park Service.*

## Sentencing Details

The final sentencing hearing in this case was heard in U.S. District Court for the Central District of California, Riverside Branch, before U.S. District Court Judge Robert Timlin Oct. 25, 1996. These were the rulings of the court:

► **Louis LeFave**, 30, sentenced Sept. 5, 1996

**Restitution:** \$25,793 to the National Park Service; \$14,105 to the Bureau of Land Management. (The \$39,898 was ordered to be "joint and several," meaning that amounts ordered paid by Gene LeFave and FPI are over and above the amount ordered paid by Louis LeFave.)

**Jail time:** 30 months (Louis was ordered to report Oct. 28, 1996, to the Federal Bureau of Prisons Facility at Boron, Calif.)

**Supervised Release:** The three years supervised release, including drug and alcohol counseling and treatment, psychological counseling and random drug testing, previously ordered was amended to one year on Oct. 25, 1996, to correct a procedural error by the court.

**Penalty Assessment:** \$200 (\$50 on four felony counts)

**Fine:** Suspended

► **Fluid Polymers Inc.**, sentenced Oct. 17, 1996

**Restitution:** \$25,793 to the National Park Service; \$14,105 to the Bureau of Land Management. (The \$39,898 total is joint and several.)

**Probation:** Three years, including submission of quarterly financial documents to assure cleanup of the Las Vegas site and sales of remaining polybutadiene drums (800-1,000) and other assets to cover financial obligations to NPS, BLM and IRS.

**Penalty Assessment:** \$200

**Fine:** \$10,000

► **Gene LeFave**, 72

**Restitution:** \$25,793 to the National Park Service; \$14,105 to the Bureau of Land Management. (The \$39,898 total is joint and several.)

**Jail time:** 46 months (the court agreed to recommend Boron facility so he could be with his son, Louis).

**Supervised Release:** One year

**Penalty assessment:** \$200

**Fine:** Suspended

The court added enhancements for Gene LeFave, due to his use of a juvenile to commit the dumping and his involvement as a leader, organizer, president of the corporation and head of the family. He also was given an enhancement due to the excessive costs of cleanup incurred by the government and the hazardous nature of the contents of nine of the drums.

The court rejected the defendant's arguments that Gene was both elderly and in poor health and should receive a downward departure from the sentencing guidelines.

## All in the Family

Please send news about you and your family. All submissions must be *typed or printed* and should include the author's return address and phone number.

Send to **Teresa Ford, Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401.** Changes of address should be sent separately to Debbie Gorman, ANPR Business Manager, P.O. Box 307, Gansevoort, NY 12831.

**Brad Bennett** (GRCA 91-93, 95-96), after five years as a seasonal, now is a permanent visitor use assistant at the South Entrance Station at Grand Canyon. Previously he was a seasonal interpretive park ranger at the Desert View District. His wife, **Em**, is teaching in Seligman, Ariz. They maintain a residence in Williams and also keep their same mailing address: P.O. Box 1806, Grand Canyon, AZ 86023.

**Robert Conway** (SHEN 90, YELL 90, YELL 93, CUVA 94-95) has left permanent status with the U.S. Air Force to join the National Park Service again. He is a seasonal park ranger in interpretation at Cuyahoga Valley NRA and a seasonal law enforcement park ranger at Geauga County Park District. Previously he was an environmental engineer at the Youngstown Air Reserve Station. He still is pursuing a permanent park ranger position.

**Vidal Davila Jr.** (BIBE 77-84, SWRO 85-86, GUMO 86-91, GRBA 91-96) is chief of the division of science and resource management at Big Bend National Park. He left the position of resource management specialist at Great Basin National Park. He and wife, Jody, and children, Rachel and Gabriel, can be reached at Box 3, Big Bend NP, TX 79834.

**Mike Malone** (FIIS 78-82, ROVA 82-86, FIIS 92-95, EDIS 9596) works as the volunteer coordinator at Santa Monica Mountains NRA. He left an interpretive park ranger position at Edison NHS.

**John Morlock** (BIBE 80-88, ELMA 89-90, BRCA 91-96) is the fire management officer at Big Bend. Previously he was the

backcountry district ranger at Bryce Canyon. Address: P.O. Box 92, Big Bend NP, TX 79834.

**Laurence Olson** (CRLA 93-94, seasonal) is a permanent park ranger in Cottonwood Cove at Lake Mead NRA. He was a permanent park ranger at Apostle Islands National Lakeshore. Address: 202 Rattler Road, Cottonwood Cove, NV 89046.

**Cindy Ott-Jones** (FLETC, ELMA, WHSA, HSTR, LABE, JEFF) has accepted the Uplake district ranger position at Glen Canyon NRA after being an NPS instructor at FLETC for three years. **Rick Jones** (FOFR, BLM, USFS, ELMO, USFS, HSTR, LABE, SAGU) will be moving from a park ranger position at Fort Frederica NM to the sub-district interpreter position at Dangling Rope, Glen Canyon. Please help them celebrate their dual career move by keeping in touch with them at their new address: P.O. Box 4314-Bullfrog, Lake Powell, UT, 84533; (801) 684-2386.

**Dan Roddy** (FONE 79-80, FRHI 83-84, SHEN 84, RNBP 85-88, CATO 89-92, NACE 92-96) has left the position of natural resource specialist at National Capital Parks-East for a similar post at Wind Cave.

**Jonathan Schafner** (SEKI, BOST, LAME, SAJU, PEFO) has moved from the resource management technician at Petrified Forest to island ranger, U.S. Fish and Wildlife Service, at Kodiak Island National Wildlife Refuge in Alaska. Address for he and **Shawn Ann**: 1390 Buskin River Road, Kodiak, AK 99615.

**Glenn Smith** (SCA - CACO 81, GATE 82-85, 88-90, STLI 86-87, INDE 87-88, PRWI 90-96) is the Interpretive specialist/supervisor at Steamtown NHS. He left a park ranger position at Prince William Forest Park. Address: 201 Tall Trees Drive, Dunmore, PA 18505.

**Mallory Smith** (YOSE 80-90, WRO 90-95, GRCA 95-present) and **Patrick Hattaway** (USFS 78-80, LYJO 81, GRCA 82-83, USMS 83-89, YOSE 89-95, GRCA 95-present) were married in September 1996.

She is a management assistant and he is the River Subdistrict ranger at Grand Canyon.

**Jim Traub** (GRCA 91-95, OLYM 95-96) is a law enforcement ranger and fixed-wing pilot at Furnace Creek, Death Valley. **Marianne Karraker** has accepted a permanent fee collection position at Furnace Creek. Their daughter, **Hannah**, has taken over the day care center. Address: P.O. Box 383, Death Valley CA 92328.

**Eric Weisman** (GRCA 90, 92, GATE 93, MALV 96) has accepted an environmental education position in Panama with the Peace Corps starting in January 1997. Contact him at his mother's address: 11 Norton Road, East Brunswick, NJ 08816.

### Missing ANPR Members

We've lost touch with the following people. If you know their whereabouts, contact Debbie Gorman, P.O. Box 307, Gansevoort, NY 12831.

John Hearne	Richmond, VA
Jay Ellington	Santa Fe, NM
Geoff Green	El Portal, CA
Daniel Gagnon	Methuen, MA
Diane Vasquez	Mill Valley, CA
L. Mac Foreman	Martinez, CA
George Leite	Quinalt, WA
Brian O'Neill	Novato, CA

### ANPR Super Raffle Winners

1st: Ralph Rosen  
 2nd: Gary Carver  
 3rd: Guy Whitmer  
 4th: Vince Kordach  
 5th: Kathy Smith  
 6th: Ray Brende  
 7th: Jim Stumpf  
 8th: Chuck Sayon  
 9th: Charlie Hunsicker  
 10th: Erick Campos

*Winning ticket sold by Mary Bradford*

**Most tickers sold** — 1st, Bill Wade (158); 2nd, Rick Gale (133); 3rd, Barbara Goodman (120); tie for 4th, Mark Herberger and K.C. DenDooven



**Share your news!**

Use form on inside back cover.

### Contribute to Memorial Fund

Friends of the late **Russel Bickler** have established the Russel A. Bickler Memorial Fund for Environmental Education. This nonprofit memorial fund will continue his life work of educating children and families about nature and preservation of the environment.

Bickler was killed March 29, 1996, on a National Park Service road while driving on assignment to Hawaii Volcanoes National Park. Bickler was instrumental in the establishment of Camp Minnow Lake in California in 1984.

During his career, he worked at eight state or national parks in fire fighting, search and rescue, law enforcement and environmental resource management. He also served in the Peace Corps and on crisis intervention teams; and worked with the Sierra Club, the World Wildlife Federation and many other environmental educational associations.

The foundation address is P.O. Box 278, San Marcos, CA 92079-0278; (619) 591-9254.



**Do you have comments** on current ANPR items for sale? Are there other products you'd like to see for sale? Contact Jeannine McElveen at [jmc004@aol.com](mailto:jmc004@aol.com) or (410) 835-3121, or the address on the order form at the right. She would like to hear from you!

#### WRITE-IN

### Rangers in Retirement

**W**hat are you doing now that your NPS career is over? Where are you living? We'd like to hear from you and publish your stories in an upcoming issue of *Ranger*.

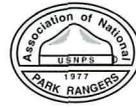
#### HOW TO TAKE PART:

Describe what you have been doing since you retired. Any interesting stories are welcome. Send us the information with your name, complete address and daytime phone number, with area code. Photos would be appreciated. Write your name on the back and they will be returned.

#### Mail by March 15 to:

Teresa Ford, Ranger Editor  
26 S. Mt. Vernon Club Road  
Golden, CO 80401

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Quill Pen with ANPR logo	\$18.00		
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ANPR decal	\$1.50		
ANPR cloisence pin	\$2.00		
Plastic stadium cups	\$1.00		
ANPR coffee mug (ceramic)	\$6.00		
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* Turtlenecks: M, L, XL	\$22.50		
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Large belt buckle, pewter (3-inch)	\$25.00		
Small belt buckle, brass (2¼-inch)	\$25.00		
Small belt buckle, pewter (2¼-inch)	\$25.00		
Large totebag, cream & wine	\$12.00		
Small totebag, cream & navy	\$10.00		
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Small Swiss army knife w/ 4 tools, 1½-inch blade, (black, red, blue or green - circle color)	\$20.00		

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Turtlenecks — Circle color & size: Teal Banana Navy — M L XL

## THANK YOU

**Many people** donated their time and energy to stage the successful Ranger Rendezvous in Corpus Christi, Texas, last November. Thank you to these people for their efforts:

Hotel Arrangements/Conference Coordinator .....	Bill Wade
Program Co-Chairs .....	Barbara Goodman, Tony Sisto, Steve Iobst
Registration .....	Nancy Wizner, Kathy Clossin, Mark Harvey, Vicki Wolfe, Pat Grediagin
Promotional Items .....	Tessy Shirakawa, Pat Thompson, Jeannine McElveen
Exhibitors .....	Chip Davis (ANPR), Steve Iobst (ANPME)
Raffle/Silent Auction .....	Diane and Dan Moses and family
Hospitality .....	(ANPME lead) Vito Spinale, Barry Sullivan, John and Terri Gibson
Golf .....	(ANPME lead) Jerry Yarborough
Super Raffle .....	Bill Wade, Rick Gale, Wendy Lauritzen
Free Afternoon Trips .....	John Gibson
Roommate Broker .....	Meg Weesner
Training Coordinators .....	Bill Wade (ANPR), Rick Shireman (ANPME)
Band Arrangements .....	John Gibson
Host Park .....	Padre Island National Seashore Pat McCrary, Superintendent

**Seventeen** companies and organizations filled the exhibition hall at the 1996 Rendezvous to display their wares. They were:

- Advanced Composting Systems
- Black Canyon Radio
- Caterpillar Inc.
- ChemPace Corp.
- CK Systems
- Dri-Tite Technology
- Eagle/Telonics
- Federal Signal Corp.
- Glock Inc.
- Hawill's Ltd.
- Hoover Containment Systems
- John Deere Industrial Equipment Co.
- JWC Environmental
- R & R Unifirms Inc.
- Romtec Inc.
- Tri Synergy Inc.
- Ven-Tek

*If you're interested in helping with this year's Rendezvous, contact Bill Wade or Tony Sisto to get on the list. (Addresses/phone numbers on back cover.)*

## Letters (continued from front)

### Rettie's Turn Again

*This letter was sent to former Deputy Director John Reynolds and to Ranger magazine.*

My use of the words "Park Service officials" wasn't intended to mean you or (Deny) Galvin or anyone else specifically. And I certainly didn't intend to imply the National Park Service had "officially" sought to divest those parkways. I'll be more cautious in using such terminology in the future.

Fear not, however, there are National Park Service people/professionals/staff who favor divestiture of all the parkways. What I have heard (or read) most often is "transfer them to the states in which they are located." The sometimes shaky esteem in which the parkways are held by some NPS people was a strong background element in the recent feature article on parkways by Sara Amy Leach (*Ranger*, Summer 1996).

I have no reason to suggest you or Deny were involved, but I have every reason to think someone "upstairs" or at OMB or wherever could easily have been fed the idea from within the Service. Maybe even long ago, but it surfaced recently because the climate has changed and some selective divestitures may resonate in a climate influenced by widely held perceptions that the parks are in serious trouble from

underfunding. I can remember talk of getting rid of the B&W Parkway and the Suitland Parkway in the mid-'80s.

Back in 1991-92 I collected a list of almost 200 parks on the collected hit lists of a group of senior people I canvassed. I was so shocked and dismayed by the results, I dropped the idea of writing a chapter of my book on the hit list syndrome. Chairman Hansen is reported to have 150 parks on his list. Former Director Jim Ridenour has a list he talks and has written about. Such lists can do nothing but harm.

I completely agree on the need to put new discipline and rigor in the processes and criteria governing new areas. But I am unalterably opposed to second guessing the existing System, whether that is done by a special commission or assigned to the National Park Service itself.

*Dwight Rettie  
Morehead City, N.C.*

### Movie Mocks Rangers

Have you seen the motion picture, "The Rock," starring Sean Connery yet? I saw it about two months ago and have been upset ever since. The setting for the movie is contemporary Alcatraz Island, a unit of Golden Gate NRA.

One scene involves a group of park visitors on a tour led by a park ranger. The

ranger is depicted as an unkempt, incompetent, overweight boob. This characterization of the ranger had nothing at all to do with the story being presented. He could just as well have been depicted as a sharp, capable, lean person.

It seems to me that is the NPS is going to permit the filming of major motion pictures on lands that are readily recognized as national parks, it should reserve the right to review and approve any scenes depicting NPS personnel. I would think the image the Service would wish to convey to the movie-going public would be a positive one — one that commands respect for the uniform and what it represents rather than one of ridicule and disrespect.

There are a lot of people who have spent a good part of their lives working to make the image of the park ranger one to be proud of and respected by the public. The character that portrayed the park ranger in "The Rock" went a long way to shatter that image in my opinion.

Perhaps the ANPR would see fit to pass a resolution to the effect that the NPS retain the right to review films before they are released in order to assure that uniformed personnel are shown in a positive light.

*Bill Orr  
Santa Rosa Training Center  
Petaluma, Calif.*

**MEMBERSHIP APPLICATION — Association of National Park Rangers**

Important: Please specify —  New Membership  Renewal Date \_\_\_\_\_

Name (Last, first, MI) \_\_\_\_\_ Park Code/Field Area \_\_\_\_\_  
 Box or Street \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_ Home phone \_\_\_\_\_  
 Home e-mail \_\_\_\_\_ Office phone \_\_\_\_\_  
 Spouse Name (if joint member) \_\_\_\_\_ Park Code/Field Area \_\_\_\_\_  
 Address (if different from above) \_\_\_\_\_  
 Home phone \_\_\_\_\_ Home e-mail \_\_\_\_\_ Office phone \_\_\_\_\_

**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 field area four-letter codes before submitting your application.

**Administrative Use**

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

Category	Type of Membership (check one)			
	Individual		Joint	
	One year	Two years	One year	Two years
Active (all NPS employees)				
Seasonal/Student	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Under \$25,000 annual salary (GS-5 or equivalent)	<input type="checkbox"/> \$35	<input type="checkbox"/> \$65	<input type="checkbox"/> \$50	<input type="checkbox"/> \$95
\$25,000 – \$34,999 (GS-7/9 or equivalent)	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
\$35,000 – \$64,999 (GS-11/14 or equivalent)	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145
\$65,000 + (GS-15 and above)	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145	<input type="checkbox"/> \$90	<input type="checkbox"/> \$175
Life (open to all individuals)*	<input type="checkbox"/> \$750		<input type="checkbox"/> \$1,000	
Associate (individuals other than NPS employees)				
Regular	<input type="checkbox"/> \$ 45			
Corporate	<input type="checkbox"/> \$ 500			
Supporting	<input type="checkbox"/> \$1,000			
Subscription	<input type="checkbox"/> \$100 (two copies of each issue)			

- ANPR may publish a membership directory, for distribution to members, in the next two years. May we publish your:  
**e-mail address?**  yes  no  
**home address?**  yes  no  
**home or office phone?**  yes  no

- To assist the ANPR board in planning Association actions, please provide the following information.  
 Do you live in **park housing**?  
 **Number of years** as a NPS employee  
 **GS/WG level** (This will not be listed in a membership directory)  
 **Your job/discipline area** (interpreter, concession specialist, resource manager, etc.)

\* Life payment may be made in three payments over three years. Life due rates effective 11/9/96.  
 To help even more, I am enclosing an extra contribution  \$10  \$25  \$50  \$100  Other

**Return membership form and check payable to ANPR to:**  
**Association of National Park Rangers, P.O. Box 307, Gansevoort, NY 12831**  
*Membership dues are not deductible as a charitable expense.*



**Share your news with others!**

Ranger will publish your job or family news in the All in the Family section.

**Send news to:**

Teresa Ford, Editor  
 26 S. Mt. Vernon Club Road  
 Golden, CO 80401

Name \_\_\_\_\_  
 Past Parks — Use four-letter acronym/years at each park, field area, cluster (YELL 88-90, GRCA 91-94) \_\_\_\_\_  
 \_\_\_\_\_  
 New Position (title and area) \_\_\_\_\_  
 \_\_\_\_\_  
 Old Position (title and area) \_\_\_\_\_  
 \_\_\_\_\_  
 Address/phone number (optional — provide if you want it listed in Ranger) \_\_\_\_\_  
 \_\_\_\_\_  
 Other information \_\_\_\_\_  
 \_\_\_\_\_

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