

RANGER

The Journal of the Association of National Park Rangers

Vol. XV, No. 2 Spring 1999



Letters

Special Issue

Thank you for your Winter issue of *Ranger* and the support that issue gave to the Critical Incident Stress Management Program (CISM). I have received numerous comments on the value of having CISM addressed from different vantage points.

Many readers expressed the usefulness of articles for future reference and I have to offer my gratitude to *Ranger* editor Teresa Ford and to Tony Sisto for their support, patience and advice in pulling the issue together.

I would like to make one clarification to my article on "Dealing With Death in the Workplace." In the article, I offered a "don't" of sending a quick e-mail message. In retrospect, I didn't explain that issue well enough. In our contacts with survivors, they repeatedly mention the impact of personal, handwritten condolence notes. When the death involves a spouse or child, I still recommend that extra effort. However, there is a very important place for e-mail messages and that is the many, many notes over cc:Mail that NPS friends have sent to park managers and staff following the death of an employee. In several instances, such as OLYM, BADL, GRSM and BLRI, those cc:Mail messages were circulated throughout park staff, placed on bulletin boards, and in at least two instances, shared with victim's families. In the long run, it is the sincere expression of sympathy that is remembered, not so much the logistical method.

Thank you, ANPR, for your support of the CISM program!

— Pat Buccello
Intermountain Region

Electronic Mail Appreciated

It was nice to see the issue of *Ranger* focus on CISM. It should do a great deal to support CISM in the Service. One of the "tidbits" of advice caught my eye and I thought I'd relay our experience here which would not support the advice. It states that e-mail messages are not appropriate in conveying sentiments of sympathy or support.

In our experience, the e-mail messages kept us going, particularly the first few days. Hundreds of them came in and we circulated

them over the internal network. They were delivered within minutes to hundreds of employees. We saved them and they were a part of the huge notebook of condolences and expresses of sympathy that were given to Florie and will eventually be looked at by her children and their children.

During those terrible days, I would come into my office at night, sometimes so tired I thought I would drop, and pull up on e-mail comforting words from my friends and colleagues that sustained me another day. In my experience, good wishes and expressions of care and concern can be expressed very well electronically.

— Karen P. Wade
Great Smoky Mountains

Thanks to Writers

Kudos to the contributors of the previous issue on critical incident stress management (*Ranger*, Winter 1998-99). I have been involved in the movement since 1987 when I sought help for my staff following the drowning of a grandmother trying to rescue her grandson. I had to go to the chaplain of a nearby county sheriff's office who provided a man who turned into a CISM role model for me.

Dr. James Shaw, a police psychologist from Olympia, Wash., has since then played an important role in assisting personnel in NPS areas and regional offices in the Pacific Northwest and Alaska. He has provided advice, guidance and debriefings for incidents ranging from climbing fatalities to burnout. In addition, Dr. Shaw has produced CISM SOP's for other agencies including U.S. Customs, Border Patrol and the U.S. Postal Service.

From 1988 until I retired in 1993, I received USFS training and participated in approximately 20 debriefings while on an interagency CISM team. Many of these incidents involved fire shelter deployments.

I continue to remain active in our local county CISM team and I have taken the liberty to proudly distribute copies of the last *Ranger* to my fellow team members.

Again, my compliments to the contributing writers and I encourage all debriefers to keep up the good work.

— George Bowen
Hoodsport, WA



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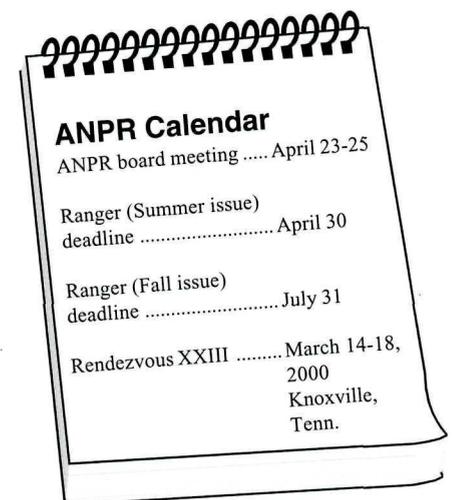
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RANGER

The Journal of the Association of National Park Rangers

Vol. XV, No. 2

Spring 1999

Ranger (ISSN 1074-0678) is a quarterly 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.

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Cover: Rendezvous XXII artwork by Pat Scott of Tucson, Ariz.

President's Message

Firstly, I would like to thank the membership for their vote of confidence, which will allow me to carry the mission of ANPR into the next millennium. None of our current accomplishments, past victories, or anticipated victories would have been possible without extremely hard work by ANPR members and past leadership. I would like to especially thank Deanne Adams for her influence and guidance in setting the course that we are currently on. Her perseverance in crafting a new board structure will pay dividends as we provide for the future needs of park employees, and continue to furnish a unique insight and vision for the National Park Service.

At Rendezvous in Tucson, I voiced my principal three priorities for the next year. Though simple in description, they are not easy to manifest. Number one — how to carry the energy of the December Rendezvous all the way through March of 2000? We have taken a risk, which the membership voted on, by prolonging the time between Rendezvous'. But, risk facilitates positive change. How can we turn this into an opportunity to gather momentum rather than lose it? I need your help with this!

Secondly, we must buck the trend in diminishing membership and motivate our friends and colleagues to take a look at the benefits ANPR provides for the National Park Service and its people. We are already considered a respected voice on matters related to the parks, but our voice would be strengthened every time we gain a new mem-

ber and a new viewpoint. Praise to Mike Caldwell for his vision and action, which has already put us on this course.

In addition, I plan to work with Past President Deanne Adams to develop a solid plan, which would provide an ANPR executive director by our 25th anniversary. This would further professionalize the way ANPR does business, increase our fund-raising capabilities, and provide more comprehensive member services. This is a new manner of thinking for ANPR and will take much attention and input from its members.

The strength of this organization has always been member-based. It behooves all of us interested in furthering the goals of ANPR to get involved in areas of concern that pluck at our heart strings, and then **do something about it!** I welcome your input and encourage anyone interested in my three priorities to come forward and get involved in the "good fight!" □

Cindy Ott-Jones

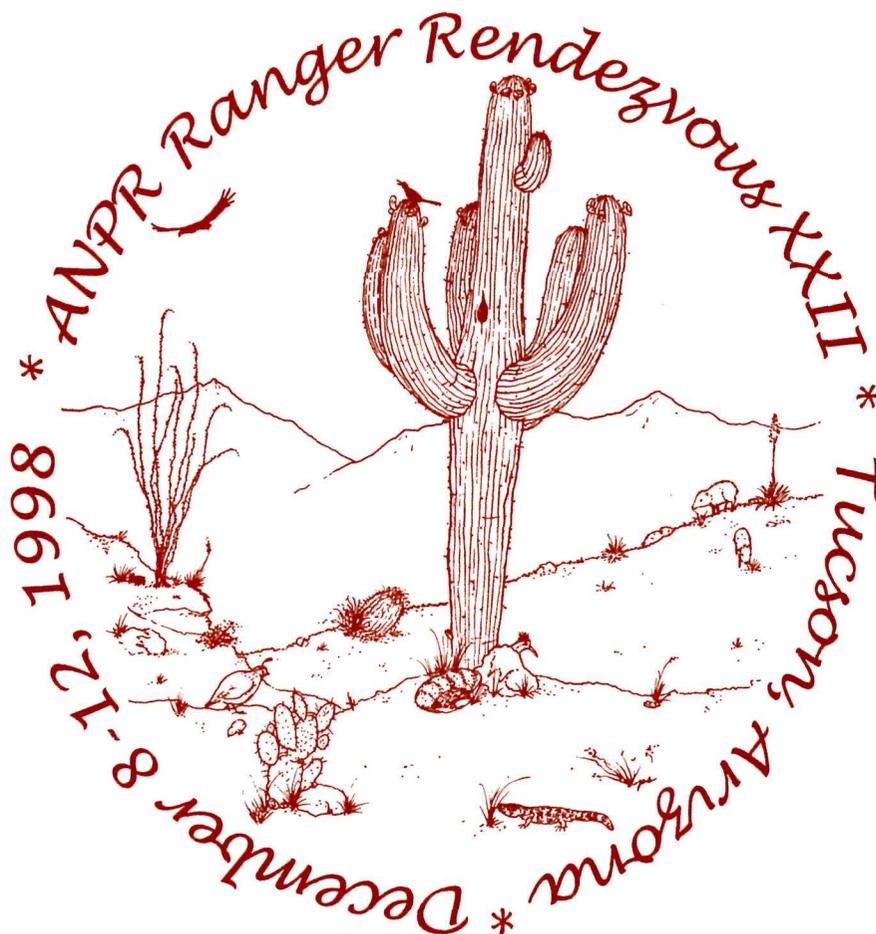
ANPR Board of Directors To Meet

This Spring

April 23 – 25, 1999

YMCA Conference Center
 Estes Park, Colorado





Ranger Rendezvous Brings Together ANPR Members In Week-long Workshops, Discussions and Camaraderie

Sunny Tucson awaited about 230 ANPR members and friends who trekked to the Southwest on their own time and at their own expense for the annual Ranger Rendezvous. This 22nd gathering was held Dec. 8–12, 1998, at the Holiday Inn Downtown.

Workshops, guest speakers and camaraderie with co-workers was the traditional fare for the five-day event. The conference again was held jointly with the Association of National Park Maintenance Employees.

NPS Director Bob Stanton made his second consecutive appearance at a Rendezvous. He told attendees, "The breadth of our responsibilities extend beyond the management of our 378 sites. We must work with the states and other federal agencies in a cooperative and collaborative relationship."

Other topics Stanton touched on were employee development, risk management, the fee demo program and youth programs.

He said interpretation and education are one of the NPS' hallmarks, and "we must provoke the listener . . . We must contribute to a better understanding of our rich cultural heritage we all share."

He also called on the NPS to exert greater environmental leadership.

For the third consecutive year Rendezvous participants viewed several productions from Harpers Ferry Center, including "Canyonlands — Wilderness of Rock," the Salinas Pueblo and Missions in Central New Mexico and "Hill Country: Life and Times of Lady Bird Johnson."

Participants also chose from wide-ranging workshops with such titles as "Penguins

in the Workplace — Cultural Diversity," "Taking Charge of Your Career" and "Extremist Groups on Public Lands."

One complete day during the conference gave way to fun and travel, including a golf tournament and field trips to the Arizona-Sonora Desert Museum, Tumacácori NHP and other park sites in Arizona.

Some ANPR members brought their children; a few even brought their dogs.

Throughout the next pages of *Ranger*, you can read about workshops, presentations, business meetings and other offerings at the 22nd Rendezvous.

If the events pique your interest, why not attend ANPR's next Rendezvous in Knoxville, Tenn., in March 2000? It is scheduled during springtime for the first time ever. □

— Teresa Ford, Editor

Challenges for Land Management Agencies in the New Century

By Eleanor Towns

Regional Forester, USFS Region 3

[Presented at the opening of ANPR's Ranger Rendezvous XXII, Dec. 8, 1998]

Good morning. Thank you for inviting me to share my views on managing the public's lands for the 21st century.

I have fond personal memories of Yellowstone. That's where we went on the last family vacation we took in that little Subaru station wagon with kids, a husband, snacks, pillows, clothes, toys and barf bags. Roseanne Barr said every year her first hubby would suggest a family vacation by car. She told him, "Not without a court order, I don't."

Anyway, we're backing out of the driveway when ye old head of household announces the trip rules:

➤ Son, don't ask if we're there till the sun goes down, understand? "Yes, Dad."

➤ Nobody touches *anybody*, got that? And, turning to me he said, "And that includes you!"

Well, on the evening of the second day we're rolling in to Grand Teton. No. 1 son had been about as good as he could stand, and so, bored, he started scooting over toward his sister and putting his hand on her. She responded with a line you all know well: "Dad, he's touching me!" Dad himself was getting a little tired and cranky too, so without looking he reaches back and swats #1 son. Brandon, quite offended at this affront to his dignity, demands to know "how come Dad gets to break the rules!?"

My most recent assignment was in Washington, D.C., as director of lands for the [Forest] Service. Prior to that I lived and worked in Denver, got my law degree there, and have family still living there. As a Westerner by choice, I have strong feelings about the public's land base — the very soul of the public trust. So, I want you to leave here with at least these three thoughts:

1. We are in this together.
2. We are also in this without publics.
3. We work hard for the nation and for our money.

We are in this together.

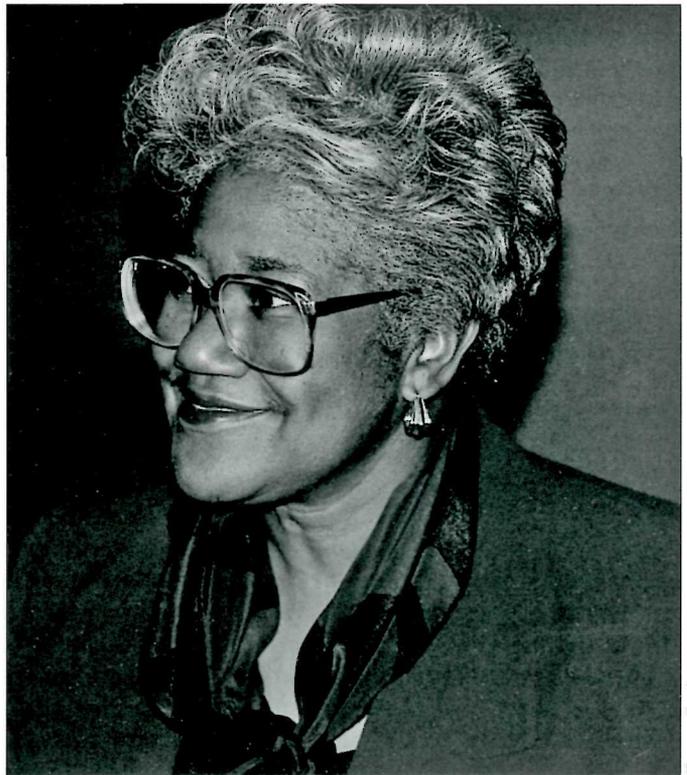
In the West, typically the parks are the nation's crown jewels, sitting at the center of the federal landscape, and are often surrounded by national forests; then, that often surrounded by private

and BLM lands. What happens within the park affects other landowners and vice-versa. We are indeed connected.

Consider the town of Tusayan, gateway to the Big Ditch. The Canyon is the draw for the entire area. The town grew to serve the Canyon's visitors. The tourism generated by the park affects several towns, counties and other surrounding lands and landowners. No longer does the park have the luxury, if it ever did, of making unilateral decisions about its destiny or its internal operations. To cite certain improvements such as a transportation center, surrounding neighbors must be consulted and accommodated. Issues such as schools, housing, water and emergency services require coordination with towns, tribes, forests, citizens, counties and mayors.

For instance, I've learned how much our decisions mean in the West. Recently, I was at a meeting in Flagstaff, Ariz., and had to catch an early morning cab ride to the airport. So, at 6 a.m., I get in the car, and the cab driver asks me, "So, were you visiting relatives?" I tell you, the correct answer to that question would have been, "Yes."

However, I didn't do that, and told him instead that I was there on business. He, of course, asked me what business, and I said the Forest Service. "Oh, the Forest Ser-



Teresa Ford

vice!" he said, and we were off. At 6 a.m.

"You know," he said, "I've heard about this Tusayan plan . . ." and he went on to describe the issue. He was very up on the issue and knew what he was saying. "And then," he continued, "I hear there is this woman in Albuquerque who is going to make the decision on this thing, and her name is Eleanor Towns." And, he leans over and looks at his clipboard with the names of his riders — I had called to request the cab and had given my name.

"In fact, *you* are her!"

Well, I said, of course, "I'm the one!"

"I thought you were a white woman!"

"Don't blow my cover," I said.

So, I've learned now to say, "I'm just visiting family."

For instance, park decisions affecting bison have implications for adjacent forests and private landowners. Increasingly, the public is demanding that federal decisions that affect them be made in a more collaborative manner.

We — forest and park personnel — sometimes have overlapping missions. Park personnel *preserve* natural resources for the enjoyment of the public. Our mission is multifaceted. Our statutes mandate that in some cases we preserve resources and in some cases we manage the resources for

sustained renewable (timber) and consumptive (mineral extraction) uses.

We Are in This with Our Publics

The West is being resettled by folks who bring their coastal or city values. They want space. They want to know what's theirs. They are mostly middle-aged, many still with families and they move to counties with public lands.

Our new neighbors don't know Western rules about fencing and access. They don't know that the Forest Service mandate differs from the parks mandate. They love the cowboy, but hate the grazing; love Smokey, but don't want fire or trees cut. They use oil and mineral products, but think they should be produced somewhere other than where they occur. They are educated; they have leisure; and they have word processors and lawyers.

Land managers catch the brunt of this clash of values.

To meet these challenges, employees of the Southwest Region have three major emphases:

We start with the *Forest Service Natural Resource Agenda*, which focuses on sustainable forest ecosystems, healthy watersheds, roads that serve people and resources, and recreation places that are the wildland playgrounds of the nation.

By realizing our vision of healthy watersheds and ecosystems, we try to fulfill our obligation to meet the needs of the present without compromising the ability of future generations to meet their own needs.

In this region we approach the work of the agenda under the moniker, "Company's Coming." That theme attempts to recognize that the growing number of people in the region is stressing the area's scarce riparian areas, burdening outdated recreation facilities, and threatening forest resources in the urban-wildland interface.

Our third major effort is the *Southwest Strategy*, which recognizes that we in the federal family need to work together to serve the communities we affect. As a federal family, we must reshape and strengthen our relationships with other governments — tribal, state and local — and, along with the interested public, we must begin the arduous, cumbersome task of collaborating to find solutions to resource protection with

which most of us can live.

The first year of this effort has been mostly internal — sorting through missions and establishing relationships. I don't discount the value of that as we move to eliminate destructive competition for lands and dollars.

In the spirit of collaboration, many of us just attended a session of the Western Governors Association, and discussed the principles of collaboration based on *en libra* — the liberty and freedom to work together. This is the hardest work there is, with many false starts and requiring compromise.

We get to collaborate externally and we need to collaborate internally. The parks are not superior to the forests and vice-versa. They serve different statutory mandates. We can no longer afford to commit one another's resources without consultation, or compete for and spend our separate L&WCF resources without coordination and consultation across ecosystems. I always remind my fellow foresters, "Remember, Smokey wears a Park Service hat."

We must work across boundaries and speak with a coordinated approach to our publics. We fail to collaborate with one another at the risk of the resources and both agencies.

For the future, expect more litigation to come around grazing and certainly around water uses, possibly recreational uses such as large corporate activities — maybe hunting, and other resource activities such as minerals development, road development, endangered species and special uses. Expect to work in watershed chunks — certainly across boundaries. Expect to share dollars, resources and employees. Expect to do what we promise, monitor and adjust our management. Expect to compromise.

We Work Hard for This Nation

Employee organizations can give agencies valuable assistance by encouraging employee training and skills development, supporting employee growth and diversification of personal skills, and helping the agency to diversify the workforce. In this region of the Forest Service, by the year 2000 more than 70 percent of employees will be over the age of 50 or eligible for retirement. That has a huge potential impact on our ability to complete resource work.

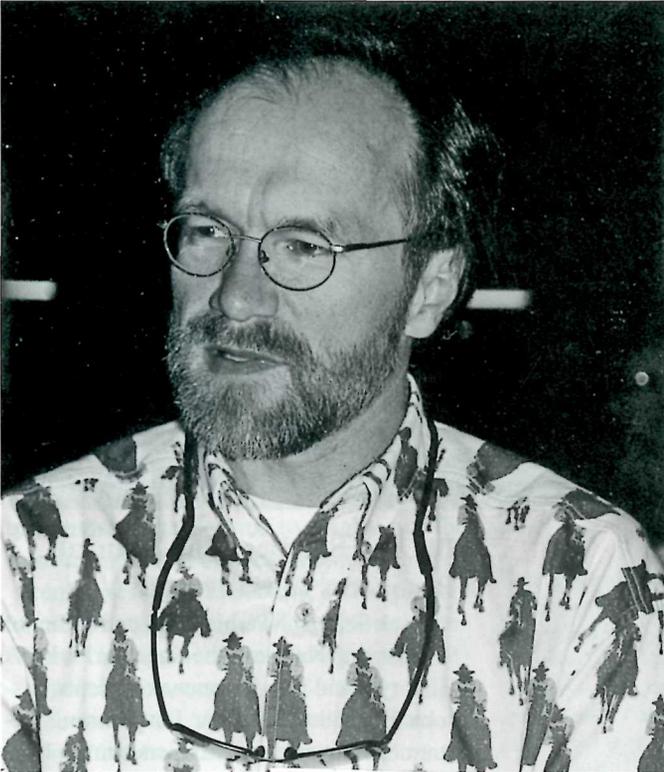
And what about you personally — you as employees? Here are my tips for your survival and progression in the work force:

- ▶ Be happy! Your boss doesn't wake up trying to figure out how to aggravate you and make your job harder, so don't do it to yourself.
- ▶ Do your job first and save the world later! Not everyone can be, should be, or wants to be saved.
- ▶ Clean up your own messes.
- ▶ Learn your job *before* you start running the company!
- ▶ Problems and challenges are opportunities. Believe that you are right now in your job and life where you are *supposed* to be. Voids, detriments and hard jobs build character. Most of the learning that we remember has come from adversity!
- ▶ You are only a victim if you claim to be. You can choose to dwell on what you don't have or go about getting it.
- ▶ Be the strongest, healthiest person you can be. Keep your life in balance physically, mentally, and emotionally. Remember, you are the National Park Service! You are the Federal Government! Make them the best they can be by being the best you can be.

For myself and Director Stanton, and the Chief of the Forest Service, I thank you for all that you do and try to do on behalf of the American people. We love you, and we appreciate you.

Thank you again for inviting me to speak here today. I am honored. □

Eleanor S. "Ellie" Towns is the regional forester for the Southwestern Region of the Forest Service, headquartered in Albuquerque, N.M. She joined the Forest Service in 1978 and has worked in progressively responsible positions since then. Her career has included service as director of lands, soils, water and minerals for the Rocky Mountain Region, headquartered in Denver, and director of lands for the Forest Service in Washington, D.C. She holds a bachelor's degree from the University of Illinois, a master's from the University of New Mexico, and a Juris doctor degree from the University of Denver.



Teresa Ford

Assistant Secretary Don Barry

In his comfortable yet professional style, Assistant Secretary for Fish, Wildlife and Parks Don Barry talked candidly to Rendezvous attendees. In the past year he has spent many days in the parks, and found that he could often tell much about how a park was doing by spending time on the trails, in the backcountry and in the field with ranger and maintenance employees. He likes this field perspective.

He then gave a report card for the NPS, and addressed the state of the NPS since he spoke ANPR at the previous Rendezvous in Fort Myers, Fla, in 1997. He rated the Service at a good, solid "B." Of particular notice, he mentioned:

- NPS construction program.
- major concession reform legislation after 16 years of gridlock. (He made a point to say that Sen. Craig Thomas, R-Wyo., deserves a lot of credit on this one.)
- enhanced park funding, and the "big slug of money" coming our way from the fee legislation money.
- growth of Friends organizations, and the director's directive on fund raising.

Barry said NPS was successful in seizing some of the opportunities that arose, and in

avoiding some possible serious blows.

He also pointed out some areas that need work:

- The Service needs to finish a Natural Resources protection policy.
- The Service must do a better job justifying the NPS budget to the Hill, and presenting the "Green Book" budget to Congress.

➤ There is an unwillingness in the NPS to easily shift to meet Department of the Interior's changing priorities. One example: we need to do a better job to integrate our Choosing By Advantages process on rating priorities with the department's priorities.

[NPS could have done better on its ban on personal watercraft regulations. He had a perception that the NPS internal debate over this issue was more one of wanting to avoid work rather than protecting resources. It wasn't one of our best moments, he said.

Barry also recognized that there is a problem with the NPS policy on housing, and admitted that his office should have been more engaged from the start. However, he said as long as the Service policy was what it is, NPS needs to begin the process for working with it, and adjusting/revising it as needed. He will work to make sure NPS has a policy that gives us what we need.

Barry's priorities for 1999 and beyond include a big push and support for the NPS taking the lead on a program for "environmental excellence," to include sustainability in operations, and waste reduction. NPS also should be at the front in complying with all of the nation's environmental laws. He said that we need to take care of our own act first before we accuse others of failing on environmental leadership.

In support of the field, Barry said he will always find time in his travels to visit with maintenance employees to get their perspective on how the Service is progressing

on environmental excellence. He also will push for resource protection first, and will do his best to see that a deal isn't cut affecting park resources without the park superintendent being on board and involved.

Before he left, Barry continued his practice of having lunch with several field employees from both ANPME and ANPR. □

— Tony Sisto
Fort Vancouver

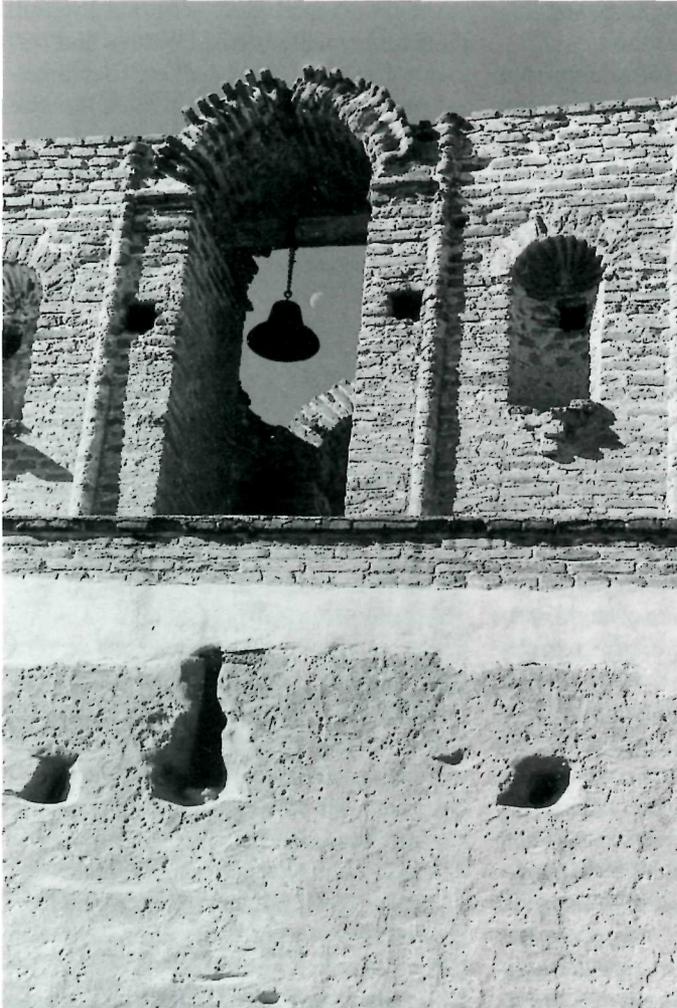
Anne Shields Speaks At Luncheon

The Associations were pleased to have **Anne Shields**, chief of staff to Interior Secretary Bruce Babbitt, join us as guest speaker at a special luncheon in Tucson. She began informally, in a reference to an earlier comment from an association member, about the Government Performance and Results Act (GPRA), that the Act had been passed by an earlier Democratic Congress in the 1980s to impose its Congressional oversight requirements on a Republican administration. Once the seemingly permanent order of a Democrat-controlled Congress and a Republican administration was reversed, however, the present Administration and NPS was having to live with GPRA's results.

In prepared remarks, Shields spoke strongly in support of the Administration's long-term reinvention effort, in seeking to make federal service as a professional standard, where we are believed when we say "we are here to help." She then referenced several statistics from a recent reinvention survey that showed a need to reinvigorate the reinvention effort, although she said that in most areas the NPS was rated by the public as the agency they said they were "most satisfied" with. She mentioned, however, that NPS employees showed less confidence themselves in our agency leaders compared to other government agencies (48 percent NPS, 52 percent all government).

She encouraged everyone to keep enthusiasm for the public service that we

(continued on page 28)



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Left, the remains of the mission church San José de Tumacácori at Tumacácori National Historical Park frame a crescent moon. The site is located 45 miles south of Tucson.

Above, Don Garate, chief of interpretation, steps into the role of Captain Juan Bautista de Anza for a colorful walking tour — and dramatic music.

Blazing Saddles: The Natural Resources Initiative and You

Dick Sellars, NPS historian and author of “Preserving Nature in the National Parks: A History,” and Bob Krumenaker, deputy associate regional director for planning, resources stewardship and science in the NPS Northeast Regional Office, presented two editions of a workshop on the past and future of natural resource management in the NPS.

The workshop built upon comments earlier in the Rendezvous by both Assistant Interior Secretary Don Barry and NPS Director Bob Stanton suggesting that it was time, finally, to put resources first in the national parks.

Sellars recounted the lessons of his book, that the focus of the Park Service has always been on development and visitor services, rather than on preserving the integrity of its resources. While the founders of the NPS believed that conserving “unimpaired” was essential, their definition did not include a biological understanding. Consistent with that early vision, natural resource management endorsed by the traditional power structure of the Service has been more concerned with keeping parks scenic than with ecological management. The dominant professions—landscape architects, foresters, engineers, and more recently park rangers—have influenced the hiring, promotion, major decisions and directions of the Service, creating an organizational sociology that rewarded a conforming way of thinking that favored development over preservation. While there have been ecologically oriented people inside and outside the organization that have attempted to broaden the vision, it

Extremist Groups on Public Lands

This presentation was an overview of the various extremist groups and their activities on public lands. Special Agent Pat Buccello used lecture and a PowerPoint presentation to bring an awareness of the potential threat these groups have for our public lands. Her firsthand working knowledge of the activities and tactics of these various groups was woven into her presentation.

Attendees learned such things as a definition of terrorism, some of the who’s-who in extremist groups, and things managers and other NPS employees should look for in propaganda they receive in the mail. It was apparent from the interaction at the session and discussion that followed later that Buccello had helped some of those in attendance recognize signs of extremist activities they were unaware of in their areas prior to her presentation.

— Melanie Berg



Tony Sisto

Rick Gale, left, received a Department of Interior Meritorious Service Award. Maureen Finnerty, associate director, WASO, is on the right.

is only since the advent of the environmental movement that the NPS has begun to change in favor of a more scientifically oriented view. But that has come slowly and incompletely, and even today is more prevalent in the rhetoric and pronouncements of the Service than in its actions. The traditional culture, though weaker, remains the most influential in the NPS.

Krumenaker related that current NPS Director Stanton was moved by Sellars' book, beginning in late 1997, to develop consensus in senior management that it is indeed time for change. The resulting Natural Resource Initiative (NRI) is an attempt to invigorate the natural resource management program of the Service to finally put the resources first in our consideration, and to strengthen the infrastructure, staffing, decision-making and commitment to science-based management to preserve park resources.

Krumenaker, whose regular column in *Ranger* has tracked the progress of the initiative, provided a behind-the-scenes view into the development of the program and the fast-track movement toward possible major budget increases for natural resource management and preservation. He linked the NRI to the strong support for science in the 1998 National Parks Omnibus Management Act and suggested that major change might really happen, if the Service and its allies seize the opportunity before them.

He specifically highlighted several parts of the initiative that support the park ranger profession, including endorsement of resource-based rangers in *Ranger Careers*, enhanced training for park managers to make them more capable of using science-based resource information, and increased emphasis on resource education, especially to reach new constituencies for the parks.

Lively discussion followed the presentations at both sessions, and focused on tying the past and future together. The rangers in the room saw opportunity and many left committed to trying to support the NRI and resource preservation as a priority back home. Grass-roots commitment, everyone realized, more than new programs and flourishes from Washington, are more likely to bring positive change to the Service and assure that park natural resources are indeed preserved unimpaired for the enjoyment of future generations.

Financial Planning Workshop

This year, rather than the usual Frank and Kathy Betts lecture about the C fund, etc., we were able to obtain Harley Look who specializes in Estate Planning. Look is an owner in the long-standing firm of Katz, Look & Moison of Denver Colorado. He has a sound background in the estate planning field, probate, wills and revocable living trusts.

Look emphasized the need for everyone to have some form of estate planning strategy. No matter what your assets are when you go, you can't take them with you. However, through a well thought out estate plan, you can direct to whom it goes and how assets are to be divided without the government (IRS) or the state (probate) getting involved.

Estate planning is easily put off. Many think it is too early in life or the estate is too small. Here are six reasons Look put forth why you should start estate planning now:

With a Plan

1. You decide who receives a share of assets – they could pass to an estranged relative.
2. You decide how and when your beneficiaries will receive their inheritances.
3. You decide who will manage your estate (executor, trustee, etc.).
4. You can reduce estate taxes and administrative expenses.
5. You select a guardian for your child.
6. You can provide for the orderly continuance or sale of a family business.

Without a Plan

- State laws determine who inherits your estate.
- The terms and timing are set by law. Your children could be left unfettered control of a sizable estate.
- The court appoints administrators whose ideas may not be compatible with your own.
- Costs are usually greater due to required administrative expenses and unnecessary taxes.
- The court appoints a guardian for your child.
- Financial loss and family hardships may result from an untimely forced sale.

Look stressed two important documents that are necessary at any stage of life are a durable power of attorney for health care (together with a living will) and a durable power of attorney for finances. A *durable power of attorney for health care* enables someone, i.e. a loved one, or a chosen friend you select to enforce a previously completed living will. The *durable power of attorney for finances* provides the means for a spouse, CPA or other identified person to carry out the continuing financial responsibilities of one who becomes mentally incapacitated. Without this document a judge must legally declare the person incompetent and then appoint a conservator to take care of the finances of the individual with continued supervision by the court.

Finding an attorney to prepare the estate plan is a problem because not all attorneys handle this part of the law profession. An organization for just that purpose is the *Martindale-Hubbell Company*. Since 1868, generations of lawyers have relied on *Martindale-Hubbell* as the authoritative guide to the American legal profession. The database is now regarded as the primary research source for information about attorneys and law firms around the world. Anyone can obtain access to this source to research the best estate attorneys either at the public library or on their website: *Martindale.com*.

We were grateful for Mr. Look's presentations. They were informative and given in an understandable manner. Those who attended his workshops were complimentary.

— Frank Betts, Retired

How to Keep Your Butt Out of Trouble During an Emergency

This workshop, presented by Rick Gale and Bill Wade, focused on the issue of leadership and its role during emergencies and incidents.

Some findings/recommendations from the recent "Wildland Firefighter's Safety Awareness Study" were shared and discussed in terms of their applications to emergencies other than wildland fire. Many of these findings pointed out that situations resulting in injury and death to responders are situations caused by faulty leadership and decision-making rather than by technical errors.

Gale emphasized that emergency operations leaders should focus more on the consequences of failure than on the probabilities of success in their decision-making roles on incidents, and to consider increasing preventive response rather than relying on reactive response.

A recent example in Canyonlands that resulted in several documented lives saved was shared.

Finally, the presenters shared several actions to improve emergency operations leadership being taken by the NPS in response to the aforementioned study and the NPS's poor accident record. The focus of these actions centers around:

1. selection of leaders;
2. increasing learning for leaders (including a training course being designed in "Emergency Response Operations Leadership" to be piloted in 1999); and
3. accountability and responsibility of leaders.

— *Bill Wade*
Retired, Tucson

Other Rendezvous Workshops

Many other workshops were offered to Rendezvous participants during the five-day conference in Tucson, Ariz.:

- ▶ Taking Charge of Your Career
- ▶ National Significance — The New Parks
- ▶ Partnerships and Fund Raising
- ▶ Trends in Parks Legislation
- ▶ Cultural Diversity

Park Overflights

Panelists for both sessions of the park overflights workshop were Marv Jensen, assistant superintendent at Yellowstone; Sheridan Steele, superintendent at Black Canyon of the Gunnison NM/Curecanti NRA; Ernie Quintana, superintendent at Joshua Tree; Gillian Bowser, park ecologist at Joshua Tree; Rick Ernenwein, park overflights coordinator, Intermountain Region; and Steve Oppermann, NPS consultant.

At the first session, the panel was joined by guests Boyd Evison and Chip Dennerlein, both members of the eight-person National Parks Overflights Working Group (NPOWG), which has developed a draft national commercial air tour rule. The NPOWG draft, endorsed by the NPS and the FAA, was also the cornerstone of the Duncan and McCain overflights bills that passed the House and Senate, respectively, in the summer of '98 before being stripped out of the FAA Reauthorization bill by House-Senate conferees for reasons unrelated to the parks title.

Jensen talked about the process of developing the National Commercial Air Tour Rule, and its most significant feature — Air Tour Management Plans (ATMPs) at each park where air tour operations are currently conducted or are proposed; Steele spoke

about park overflights legislation, his experience in devising and implementing the strategy that resulted in air tours being temporarily banned by FAA two years ago and then permanently banned by Congress in October of '98, and his advice for parks that are facing overflight issues.

Ernenwein covered the current NPS education initiative, an interpretive package titled "The Nature of Sound;" addressed NPS efforts to be more involved with FAA in the planning process related to establishing or modifying airports in or around parks; and talked about the need for NPS to "walk the talk" in its own use of aircraft, and that of other agencies, for operational purposes.

Oppermann addressed general aviation issues and urged parks with military overflight concerns to participate in the appropriate Air Force regional airspace and range council meetings.

Quintana and Bowser gave a briefing on their current efforts to work with Navy and Air Force to get an existing military training route (MTR) moved to a less resource- and visitor-sensitive area of Joshua Tree. The panelists then took questions from the audience and passed out one-page issue papers on all of the overflight subjects covered during the workshop.

— *Steve Oppermann*
NPS Consultant

1998 SUPER RAFFLE WINNERS!

The 1998 ANPR Super Raffle was held Dec. 12, 1998, at the Holiday Inn in Tucson, Ariz. There were 3,181 tickets entered into Super Raffle for which we received donations. This was a 723-ticket increase from 1997. The odds of being a winner in 1998 were 318 to 1.

The winners were:

Deanne Adams of Seattle, WA - 1st Prize (\$5,000 "roll-your-own" trip or \$2,500 in cash)

Jenny Masur of Towson, MD - 2nd Prize (\$2,000 "roll-your-own" trip or \$1,000 in cash)

Rebecca Lamar of Rocky Mount, VA - 3rd Prize (\$750 gift certificate for outdoor equipment)

Anne Castellina of Seward, AK - 4th Prize (\$500 gift certificate for outdoor

equipment)

Deanne Adams of Seattle, WA - 5th Prize (\$250 gift certificate for outdoor equipment)

Mr. & Mrs. Robert L. Barrel of Kailua, HI - 6th Prize (\$100 in cash)

Doug Wallner of Marlton, NJ - 7th Prize (\$100 in cash)

Vaughn Baker of Coulee Dam, WA - 8th Prize (\$100 in cash)

Jonathan Lewis of Ventura, CA - 9th Prize (\$100 in cash)

Jonathan Schafler of Kodiak, AK - 10th prize (\$100 in cash)

\$300 incentive for selling the most tickets (185) to **Rick Gale of Boise, ID**

\$200 incentive for selling the second most tickets (127) to **Mark Herberger of Big Bend, TX**

(continued on page 28)

Refresher Courses

As the 21st Century approaches, significant career changes have been pioneered for the NPS law enforcement ranger. The protection ranger of the future will have an improved career ladder, a 20-year retirement plan, and a physical fitness requirement. The rules are changing and there is a new paradigm taking shape in the ranger ranks. New policies, new boundaries, and new players will reflect the change that was brought forth under the evolution of Ranger Careers.

Considering the recent changes, this may be an opportune time to evaluate the current state of field training in the NPS, particularly in the 40-hour In-Service Refresher courses that are offered annually at park areas throughout the country. While there are mandatory guidelines for various subject matter that are to be included in the refreshers, flexibility does exist for topics determined to be priorities by individual parks. The primary reference guiding and directing park managers and organizers of the 40-hour law enforcement refresher sessions has been the Law Enforcement Policy and Guidelines (NPS-9) dated October 1989.

The minimum training requirements are established by the Department of Interior and set forth in 446 DM 4.3. This standard requires that all law enforcement personnel complete at least 40 hours of in-service training each calendar year.

The 40 hours of training may be accomplished in a single session or in increments throughout the year. Incremental sessions should be documented to insure compliance with the standard.

The following subjects are required to be included in annual training for all commissioned rangers (NPS-9, Section II, Chapter 2, Page 4, Guideline F):

1. Legal update — This subject should include recent changes in the laws affecting NPS law enforcement and recent cases affecting the law enforcement community.

2. Use of deadly force and defensive equipment — Review of NPS policy on the use of deadly force, defensive equipment and recent case law.

3. Review of NPS regulations, policies and guidelines — This should address any new or revised regulations, policies and guidelines.

The remainder of the annual refresher training should be targeted at knowledge and skills relevant to NPS law enforcement. Subjects should include wildlife law en-

forcement, ARPA violations, wildfire investigation, marijuana cultivation/eradication, drug interdiction or any law enforcement subject that is a park or regional priority. Law enforcement administrative or managerial courses are acceptable for law enforcement managers and supervisors. First aid and CPR training may not be credited toward the 40-hour requirement. However, firearms qualifications training of up to eight hours may be credited toward the 40-hour requirement.



Lisa Lynch, Curcanti NRA

A Survey of NPS Law Enforcement In-Service Refresher Programs: Implications for the Future

By John F. Lisco, Ed.D., and Steven E. James, Ed.D.



Tammy Keller of Grand Canyon, a law enforcement ranger, takes notes at an interview session.

Purpose of Survey

The intent of this survey and resulting article was not to evaluate any particular park unit, field area or training session, but rather to investigate and share information on the current status of law enforcement refresher courses. The authors were especially interested in content and time allowed for the presentation of each subject that was included in 1997 refresher courses. The authors hope the study and data will initiate a discussion concerning the current state and future direction of the law enforcement refresher.

Methodology

Park areas were systematically selected for inclusion in the survey. A current list of all national park areas categorized by field areas was used to select survey participants. The initial step in selecting parks included the exclusion of smaller park units that did not employ protection rangers. The second step involved systematic selection of parks by field area; 20 percent of the parks from selected field areas were included in the survey.

Selected field areas for this survey included: Alaska Region, Intermountain Region, Northeast Region, Southeast Region, Midwest Region, and the Pacific West Region. To encourage participation, the authors agreed that individual parks would not be identified. As a result, there were a total of 21 parks participating in the survey.

Survey

Once the parks were selected, research-

ers phoned each park and asked to talk with the individual who coordinates the 40-hour in-service refresher course. An 11-question telephone survey was then conducted regarding the 1997 refresher(s). After completing the telephone survey, park representatives were asked to fax or send a copy of their 40-hour in-service refresher outlines for all sessions occurring in 1997.

Twenty-one parks responded to the survey and sent back refresher information (course syllabus/outlines) for content analysis. Parks whose representatives participated in the telephone survey but who failed to fax or send the refresher course syllabus were not included in the final data analysis.

The survey included 11 questions pertaining to the 1997 law enforcement refresher(s). The following responses were received for each question:

How many refresher participants were from your park unit?

Total of 491.

How many refresher participants were from other park units?

Total of 237.

Totals for both questions equal 728 participants for the 21 parks included in the data analysis. Many of the 1997 park refreshers included participants from a number of other park areas. The average number of permanents and seasonals attending one of the surveyed refreshers were 26 and 13, respectively. It is important to note that while only 21 parks replied, the total number of law enforcement rangers in the survey equaled 34 percent (approximately one-third) of the total NPS law enforcement population. These figures are based on the 1996 estimates of 1,542 permanent and 628 seasonal and/or term protection rangers.

How many refresher instructors did you use for the session(s)?

Total of 108 instructors for the 12 parks responding; average of nine instructors per park refresher. Nine parks did not answer this question.

Are any of your own rangers teaching any part of the refresher?

All of the responding 15 parks indicated that part of their staff participated in the re-

resher instruction. Six parks did not answer this question.

Does your park unit have your own law enforcement specialist?

Ten parks indicated that they have their own LE specialist; five parks indicated that they do not have their own LE specialist; six parks did not answer this question.

If yes to above question, is she/he responsible for the refresher?

Eight parks indicated that their LE specialist is responsible for their refresher; two parks indicated that their LE specialist is not responsible for their refresher.

Did you bring in any Federal Law Enforcement Training Center (FLETC) instructors for refresher training?

Six parks indicated that they did bring in FLETC instructors to teach; nine parks indicated that they did not use FLETC instructors; six parks did not answer this question.

Did you have separate in-service refreshers for your seasonal law enforcement employees and permanent law enforcement employees?

Five parks indicated that they did have separate refreshers; 10 parks indicated that they did not have separate refreshers; six parks did not answer this question.

Readers should note that of the five parks that indicated separate refreshers, some had no seasonal law enforcement rangers.

Was your refresher conducted inside your park area?

Eleven indicated that the refresher was conducted in the park; four parks indicated that the refresher was conducted outside of the park; six parks did not answer this question.

Did you video any portions of the refresher training for later use?

Six parks indicated that they taped portions; eight parks indicated that they did not tape portions; seven parks did not answer this question.

Do you have access to sufficient resources to offer a beneficial and relevant refresher to your staff?

Nine parks indicated that they had sufficient

resources; four parks indicated that they did not have sufficient resources; eight parks did not answer this question.

It is fair to say that nearly all of the respondents on this question who replied with a “yes” also stated that more resources would always be welcome and they could do more with auxiliary funding. Additionally, many of the parks that responded with a

“no” answer commented that it was a challenge to pull the resources together.

Content Analysis of Refresher Syllabi

While the answers to the 11 questions in the initial phase of the survey helped identify some of the demographic, organizational and administrative variables in the

refresher arena, the second phase of the survey was directed at identifying course content. Twenty-one parks returned refresher outlines that were then analyzed by recording frequencies of topics taught and associated hours for each topic. A frequency distribution list was used to show the number of parks that included a certain topic in their refresher(s) and the average number of hours taught for the topic indicated. **Table 1** includes all topics selected by parks that participated in the survey. The data is ranked (high to low) according to the number of parks that included the specific topic in their refresher session(s). The column on the far right indicates the average number of hours taught for the topic indicated.

Not included in Table 1 are sessions that were listed by fewer than three parks. Those topics not listed in Table 1 are presented below. The first number identified (3/2.5) is the number of parks that included that particular session in their refresher. The second number identified (3/2.5) is the average length of time that was devoted to the specific topic: Mock Court Scenario (3/2.5), Extremist Groups (3/2.3), Authority and Jurisdiction (3/2.0), Crime Scene Management (2/14.0), Investment/Retirement Counseling (2/12.0), Wildlife Safety (2/7.0), Motor Vehicle Accident Investigation (2/5.0), Defensive Driving (2/2.0), Torts/Liability (1/3.0), Explosives (1/4.0), Hazardous Materials (1/2.0), Sex-related Crimes (1/2.0), Aircraft ID (1/1.0), Arrest Procedures (1/1.0), Juveniles (1/1.0), Weapon Identification (1/1.0), and Search and Rescue (1/0.5).

Findings

The results from this survey have been interpreted and presented so that park personnel may receive some insight into the composition of recent law enforcement refreshers. The four major findings are presented as follows:

Finding 1: NPS – 9 Required Topics. The legal update topic received attention in 20 refresher sessions for an average of 4.1 hours given to instruction. Fifteen (71 percent) of the refreshers surveyed included a review of NPS regulations, policies, and guidelines for an average of 1.4 hours given

Table 1 – Frequency of Refresher Topics by Number of Parks and Average Hours of Instruction.

Refresher Topic	Number of Parks That Included Topic in Refresher	Average Number of Hours Taught for Specific Topic
*Legal Update	20	4.1
Administrative Duties (Paperwork, Reports, CIRS)	18	2.5
Defensive Tactics	15	5.4
Park Specific Law Enforcement Issues	15	5.4
*Review of NPS Regs., Policies and Guidelines	15	1.4
Firearms Qualifications/Training	14	9.0
Defensive Weapons and Gear	11	4.1
Crisis Intervention/ Interpersonal Skills	10	3.2
Wildlife Law Enforcement	9	4.9
Interviewing and Interrogation	7	3.4
Physical Efficiency Battery (PEB)	7	3.0
Drug Enforcement Narcotics Issues	7	2.5
*Review of NPS Policy on Use of Deadly Force, Defensive Equipment and Recent Case Law	7	2.4
Wrap-Up Miscellaneous Issues	7	1.8
Role-Play Scenario Training	6	4.8
Gangs	5	2.6
Resource Protection Issues	5	2.3
Radio Procedures and Communications	5	1.8
DUI/OUI/DWI (Investigations/Field Management)	4	2.5

*Denotes the subjects that are required by NPS-9 to be included in annual training for all commissioned rangers.

to instruction. Only 7 (33 percent) of the refreshers surveyed indicated inclusion of the required session on review of NPS policy on the use of deadly force, defensive equipment, and recent case law for an average of 2.4 hours given to instruction.

One possible reason for the low inclusion rate of NPS policy on deadly force and defensive equipment in the refresher outlines is that these topics are often embedded in defensive tactics sessions. Therefore, it is very possible that the topics received more attention than the survey indicates.

Finding 2: Range of Instruction. The majority of refreshers used a wide variety of resources and numerous experts from the field, both from within in the NPS and from other law enforcement agencies. Most refreshers appear to have appropriately distributed the instruction throughout the refresher session. Most refreshers did not rely heavily on any one particular group of instructors.

Finding 3: Firearms and the Transition Impact. For the most part, firearms training did not exceed the maximum of eight hours that is allowed by NPS-9. Fourteen sessions (67 percent) included firearms training as part of the 40-hour refresher with an average of nine hours. Two parks included a significantly higher number of hours above the average; one park included 24 hours

while the other recorded 29 hours. If the two refreshers with high numbers are taken from the equation, then the average number of hours for firearms training is reduced to six hours per session. In 1997, several parks were faced with the challenge of continuing to implement transition courses for those employees who had not yet completed one. While the transition course represented a large training segment, the results of this survey indicate that most refreshers in the study did not place the firearms transition course within the annual refresher.

Finding 4: Defensive Driving. Two refreshers included response/defensive driving as a topic with an average of two hours of instruction. In consideration of the patrol vehicle as a potential instrument of deadly force, driver training should be given greater attention. Most rangers use a patrol vehicle every day. Rangers train for hours in defensive tactics and firearms, neither of which are used as frequently as a patrol vehicle. A refresher session should include a classroom component on defensive driving as well as a field component. The classroom component should include an emphasis on safety and park/NPS policy regarding response and pursuit driving. The field component could be slow speed pursuit, forward response driving, or response driving in reverse.

Suggested Documentation: Although this study did not include a review of supplemental refresher training records, it is recommended that parks keep a detailed account of all the instruction presented during the refresher. This may be accomplished either by assigning a recorder to the session and/or by having the instructor submit a detailed course syllabus for her/his presentation. It is important that the instruction meet the course objectives and is accurately reflected in the course syllabus. By recording and documenting curriculum for in-service refresher courses, parks will be reduce risk and in turn reduce the chance that they will be unprepared in litigation where training records are reviewed.

Applications for Future Law Enforcement Refreshers

While it is impossible to offer a refresher for all of the knowledge, skills and abilities acquired at FLETC or in a seasonal law enforcement training program, it is possible to identify the more important topics for inclusion. The NPS-9 Law Enforcement Policy and Guidelines give some guidance on the refresher course. However, the current guidelines make no reference to how many hours should be dedicated to any one particular topic; it merely states that the course must be 40 hours in length. Additionally, the NPS-9 Law Enforcement Policy and Guidelines require only three major themes to be included in the refresher.

The first logical step to enhancing law enforcement refreshers is to identify the critical subject areas for inclusion in a central block of instruction within a 40-hour law enforcement refresher. This study revealed that very few topics (six) were common to the majority (at least 67 percent) of refreshers included in the survey. Results of this study also indicate a wide variation, overall, in the content of NPS law enforcement refresher sessions identified in the survey. While it is certainly necessary to have flexibility in refresher design, there should be a central or "core" theme that is recurrent in all refreshers. How does one decide which specific topics should be included in refreshers? First, the authors suggest that the most liability-intensive topics be covered in all refreshers. Next, the authors suggest that those skills and abilities



Ranger Rick Guerrieri makes an arrest at Curecanti NRA.

John Lisco



Kinsey Shilling, district ranger at Curecanti NRA.

John Lisco

all parks. It is improbable that FLETC-trained instructors will be available for every refresher; therefore, some other means of instructional delivery will be necessary to ensure that all NPS rangers receive the same course content. Technological advances with regard to instructional media provide several options. These options include the use of videoconferencing, videotaped instruction, computer-based instruction, and the rapidly developing capabilities of the Internet. Regardless of which medium of instruction is used, one of the benefits of a core refresher curriculum for all NPS

units is clear — a shared knowledge base that promotes safety, professionalism, and effectiveness of NPS rangers.

that are used most often by field rangers also be identified as a priority in refresher training. The authors present one example of a central or core refresher curriculum that incorporates liability-intensive subject areas and critical field skills. The following 24-hour core curriculum may assure that all rangers are receiving an ample review of the most important topics.

The remaining 16-hour block could be set aside for any topics that individual park areas consider useful and appropriate. By doing so, the revised refresher would still be in accordance with NPS-9, Law Enforcement Policy and Guidelines (the topics are rank ordered in terms of priority of instruction):

1. Legal Implications/Civil Rights Issues (including torts and liability)
2. FLETC/NPS Use of Force Model
3. Legal Update.
4. NPS-9/36 CFR Review and Update
5. Defensive/Response Driving
6. Defensive Tactics, Officer Safety and Survival
7. Patrol Procedures
8. Authority and Jurisdiction
9. Ethics and Conduct

Challenges for Implementing Standardization

Due to the geographical dispersion of NPS units, there are challenges to the implementation of a core curriculum common to

It is our hope that refresher organizers can use this survey information and the authors' suggestions to continue to develop effective training programs that protect park rangers, park funding and park managers from litigation. □

Note: The authors wish to thank all of the NPS personnel who participated in this survey by agreeing to answer the survey questions and by supplying the refresher outlines.

Dr. John F. Lisco is the director of the Park Ranger Training Program at Northern Arizona University in Flagstaff, Ariz. He has worked ten years as a seasonal law enforcement ranger with the NPS. Lisco has worked at seven different national park areas including Delaware Water Gap NRA, Curecanti NRA, Rocky Mountain NP, Acadia NP, and is currently a seasonal ARPA protection ranger with Wupatki, Sunset Crater, and Walnut Canyon National Monuments in Flagstaff, Ariz.

Dr. Steven E. James is the director of the Park Ranger Training Program at Slippery Rock University in Slippery Rock, Pa. He has worked seven years as a seasonal law enforcement ranger with the NPS. James has worked at Mesa Verde and Rocky Mountain National Parks and is currently a returning seasonal with Rocky Mountain NP in Grand Lake, Colo.

“While it is impossible to offer a refresher for all of the knowledge, skills and abilities acquired at FLETC or in a seasonal law enforcement training program, it is possible to identify the more important topics for inclusion.”

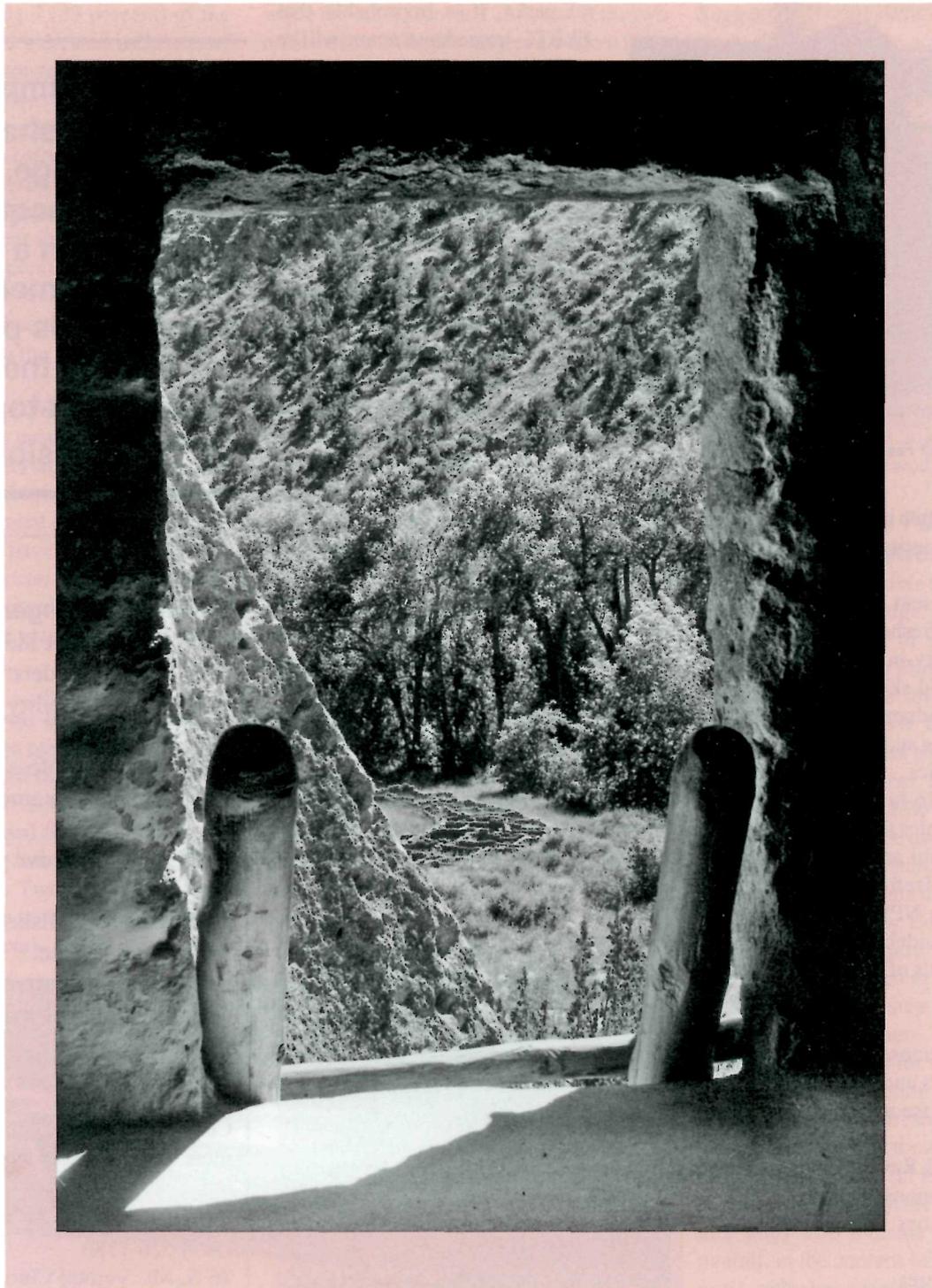
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ANPR Photo Contest Winners!

Andrea Sharon's black-and-white photo of Cave Kiva at Bandelier National Monument won first place in ANPR's photography contest held at Rendezvous XXII in Tucson, Ariz. She is an interpretive specialist in the Long Distance Trails Group Office in Santa Fe, N.M.

Dennis Young of Yellowstone, who submitted several photos, won second place for his shot of a moose at Grand Teton National Park. (See page 24.)

Both winners received gift certificates for ANPR promotional items. Thanks to the entrants for donating their prints to ANPR. If you have scenic photos or shots of rangers

working in national parks, please consider sharing them in *Ranger* magazine. Contact the editor at:

fordedit@aol.com; (303) 526-1380, or mail to Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401. After photos are published, they can be returned if you place your name and address on the back.

ANPR Board Meeting

The Association of National Park Rangers Board of Directors met Dec. 6 through 12, 1998, during the Ranger Rendezvous in Tucson, Arizona. President Deanne Adams presided. Board members present were Melanie Berg, Sarah Craighead, Lisa Eckert, Rick Jones, Dan Moses, Cindy Ott-Jones, Gary Pollock and Barry Sullivan. Also present were Rick Gale, Jim VonFeldt, Doug VonFeldt and Tony Sisto.

President's Report

Adams noted how well the current board structure is operating. A proposal was made for the Ranger Rendezvous coordinator to work under the president. The current structure is for the coordinator to work under the membership board member.

President Elect Report

Cindy Ott-Jones is getting on board for the presidency, and is working on how to keep ANPR's momentum of the Rendezvous rolling through 1999.

Education & Training Report

Lisa Eckert offered five pre-Rendezvous training courses: Integrated Pest Management & Public Health, NASAR's Managing for the Lost Person Incident, The Seven Habits of Highly Effective People (Covey), Understanding the Interpretive Development Program and Ranger TV — Promoting Your Park. The three courses that were held were IPM, SAR and Covey. Eckert will continue to work on training courses by assessing membership needs. A cancellation policy needs to be established, building the invoice cost into the tuition and changing the current break-even point system for the budget.

Eckert will offer three courses in 1999 in a central location such as Denver. Courses and location are yet to be determined.

The Mentoring Program has four applications, two mentors and two proteges.

The Lost but Found Program has completed a video. The producer recommends making the video broadcast quality for picture and sound. The program needs \$3,500 more to complete this step and then distribute a copy of the video to each park. The video would be put in NASAR's catalog for orders and in the ANPR merchandise list. Lost but Found program coordinator Bill Wade, is looking to the NPF to be reim-

bursed for the \$3,500, but he also says ANPR can recoup the additional cost with sales.

Strategic Planning Report

All board members were sent a draft version of the current strategic plan and asked give comments. Pollock has the plan in a useful format and has included some goals. He needs goals from each board member for the plan.

Seasonal Concerns Report

This past year Berg has focused on discussing personal and professional issues and concerns with NPS seasonals in person, on the phone and online. She has continued to provide guidance and direction to the ANPR student chapter at the Ohio State University; conducted application workshops at The Ohio State University and Cuyahoga Community College for seasonal and permanent employment opportunities; and responded to and counseled members on their seasonal concerns related to new seasonal hiring practices, housing issues, dual seasonal careers, leave and retirement issues and health insurance.

Internal Communications Report

The ANPR web site is up and running. Moses has requested comments from the board and ANPR members to improve the web site.

Dave Schafer from Lyndon B. Johnson NHP has given a two-year commitment to be the advertising coordinator for *Ranger*.

Fund Raising Report

Rick Jones has worked on trademarking ANPR's name and logo and is set to go ahead with the trademark application. Each trademark will cost \$380, plus the cost of the initial trademark search. The total cost for trademarking is \$1,300. Once the application is submitted it will take 1 – 1½ years for our logo and name to be approved and trademarked.

Jones continues to look into corporate sponsorship with the NPF to enhance membership support. He also is studying about professional fund-raising organizations and grant writers.

Professional Issues Report

Sullivan brought a resolution forward on



PRESIDENTIAL: ANPR President Cindy Ott-Jones and board member Rick Jones sport matching hoop earrings during a lighter moment at Rendezvous XXII.

Teresa Ford

the housing issue (see page 18).

The ANPR archives have been moved to Delaware Water Gap.

Membership Services Report

Caldwell discussed a welcome and retention system to start Jan. 1, 1999.

Trial memberships for the Intake class, the Fire Management Intake and the SE Region Intake class had a total of 42 enrollees. Heather Whitman, Dawn O'Sickey and Bill Wade welcomed the intake classes at the Albright Training Center and handed out the trial memberships to ANPR.

Accomplishments for the year include the new Welcome section in *Ranger* for new members, new seasonal insurance flyers and new interest with the insurance company. Caldwell is researching why members don't renew and looking at some more material benefits to keep members.

Caldwell has proposed to put ANPR's web page on the National Parks Forum on AOL. The board agreed.

Treasurer's Report

Business manager Doug VonFeldt recommended that the investment committee meet again to see if ANPR's investments are meeting the original goals set for the money.

Doug and Jim VonFeldt proposed that ANPR contract with VonFeldt, Bauer & VonFeldt, Chtd., of Larned, Kan., as ANPR's business manager. ANPR will have a direct phone number, Internet address and contact person at the firm. Any special projects or requests may go to Doug VonFeldt as a consultant through the firm. A motion was made and seconded to approve the proposal. Motion carried.

— Melanie Berg



Sally Griffin Wins Freeman Tilden Award

Sally Griffin, a supervisory park ranger at Catoctin Mountain Park, Md., has won the National Freeman Tilden Award. She received the award for her creation of "National Park Links to the Chesapeake Bay," an interactive computer program with an educator's guide.

The award, named for Freeman Tilden who is considered the "Father of Interpretation" and wrote "Interpreting our Heritage," recognizes NPS employees who develop innovative ways of educating park visitors about their park. Griffin was presented the award last October at the annual meeting of the National Association for Interpretation.

"Sally is to be commended for her fine work," said NPS Chief of Interpretation Charles Mayo. "Her innovative computer program will continue to educate students about water issues facing the Chesapeake Bay in a way that will be most engaging."

Griffin said she was looking for an interesting and different method to relate resource issues that would be relevant to today's children. "I was fortunate to have financial support from the National Park Foundation, the Environmental Protection Agency's Chesapeake Bay Program and the National Park Service Parks as Classrooms Program," she said.

She also enjoyed working with Frederick Community College to provide background research for the program.

The interactive computer program was developed during a two-year period and made available in June 1998. It evolves around water-quality issues affecting national parks and the Chesapeake Bay. Targeted for seventh grade, students view an

introductory collage of the importance of the bay's health followed by a puzzle activity defining the boundaries of the bay's watershed. Students then select one of the six national parks in the bay's watershed to begin their imaginary journey to the Chesapeake Bay with Koala-T, a water droplet character, who checks on their progress.

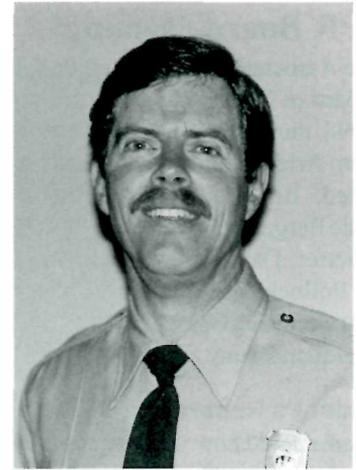
Students make decisions on different problems or scenarios with results shown graphically once they reach the bay. The program concludes with a collage of things they can do to help the bay. The accompanying educator's guide includes background information, suggested activities, and take off topics for further discussions. Griffin conceived this program, secured grants to fund the project, set up school partnerships, and consulted with the staff of six parks to bring this educational tool to the public.

The program is available through the mail from each of the six parks (Antietam National Battlefield, Catoctin Mountain Park, Chesapeake and Ohio Canal National Historical Park, Gettysburg National Military Park, Harpers Ferry National Historical Park and Monocacy National Battlefield) in the project at no cost. The program disks are to be returned, but the educator's guide is yours to keep.



Greg McGuire Wins New Award

Greg McGuire of Fort McHenry was awarded the first Director's Award for Excellence in Natural Resource Stewardship in Maintenance. NPS Director Bob Stanton presented the honor at the joint conference of the Association of National Park Maintenance Employees and ANPR last December in Tucson, Ariz.



Park Watchdog Group Honors Denis Davis, Cumberland Island

The National Parks and Conservation Association presented the 1998 Stephen Tyng Mather Award to **Denis R. Davis**, superintendent of Cumberland Island National Seashore. The \$2,500 award was presented by NPCA Senior Vice President Carol Aten at the annual conference of ANPR. Named for the first director of the National Park Service, the Mather award recognizes individuals who have demonstrated initiative and resourcefulness in promoting environmental principles and protecting natural and cultural resources in a situation where others have hesitated.

Davis received the Mather award for his unwavering efforts to establish a wilderness management plan for Cumberland Island in the midst of strong opposition from local interests. Although Cumberland Island Wilderness Area was established by Congress in 1982, political pressures have repeatedly stalled attempts to complete a wilderness plan for the Georgia island. Since beginning his first posting as superintendent of Cumberland less than two years ago, Davis, however, has shown the courage and the vision to put the island's natural and cultural resources first. He has remained undaunted by island residents with family names like Carnegie, Rockefeller and Candler who fear they would have diminishing rights and privileges if Congress' original goal for an "evolving wilderness" on Cumberland Island is realized.

"As a first-time superintendent, Denis got thrown into an exceptionally difficult management situation that would frustrate even the most experienced superintendent,"

said Aten said. "In the true spirit of the Mather award, Denis chose to put the welfare of the park above his career and fought for the establishment of wilderness area against strong opposition."

Davis has received pressure on all sides of the issue — pressure to increase vehicular access and to expand the existing rights of island residents, as well as pressure from people who want the island to become wilderness immediately instead of over a 60- to 80-year period as originally proposed. In response, Davis initiated a year-long collaborative process involving island residents, conservationists, user groups, preservationists and others to obtain the input and information needed to complete the island's wilderness management plan.

"Wilderness is important because it is a grand vision that Congress established for us to try to restore Cumberland Island to," Davis said. "In the eastern United States, so few areas are preserved and only a small amount of those areas are preserved in their natural state. A wilderness the size of Cumberland is a rarity."

The National Parks and Conservation Association is America's only private non-profit citizen organization dedicated solely to protecting, preserving and enhancing the U.S. National Park System. It was founded in 1919 and today has nearly 400,000 members. A library of national park information, including fact sheets, congressional testimony, position statements, press releases and media alerts, can be found on NPCA's World Wide Web site at <<http://www.npca.org>>.

GUILTY VERDICT IN RANGER DEATH: After deliberating nine hours, a federal jury has found Jeremiah Locust Sr., of Cherokee, N. C., guilty of first degree murder in the death of Great Smoky Mountains park ranger Joe Kolodski and the attempted murder of Blue Ridge Parkway ranger Tony Welch. Locust will be sentenced this spring, and the government has now withdrawn its announced intent to seek the death penalty. Conviction of first-degree murder of a federal officer carries a mandatory life sentence without parole.

There is still no known motive for the shooting of Kolodski last June as he responded to a "man with a gun" call on the south end of the Blue Ridge Parkway. Locust's attorneys argued that he had been either drunk or hypoglycemic, and did not remember the shooting.

John Mattox, criminal investigator for Great Smoky Mountains, praised inter-agency cooperation in the capture and conviction of Locust. He specifically cited NPS rangers Tony Welch, Al Miller, Keith Nelson, Walt West, Glenn Martin, Lamon Brown and Cherokee Officer Sam Reed for their attempts to save Kolodski after he was gunned down.

The Ohio State University and ANPR

By Kelly Sutherland and Bamma Mellott

The Ohio State University, School of Natural Resources

The Ohio State University began work in forming a student chapter of The Association of National Park Rangers in the fall of 1995. This organization was formed as a professional affiliate for students interested in ranger careers with the National Park Service.

Over the next three years, the fledgling organization evolved its focus to include more of the outdoor recreation and natural resources professions at the federal, state and local levels. Reflecting this broader focus, the membership decided to change the organization's name to the Outdoor Recreation & Parks Association (ORPA) and to enhance its ties with other professional societies related to natural resources and park management similar to its affiliation to ANPR.

With its new name change, ORPA hopes to attract more students to become involved in organizations like ANPR and to encourage their participation in professional activities and functions conducted by the School of Natural Resources, its alumni and affiliates. As a student organization, ORPA is working to expand student career horizons by incorporating a diversity of individuals and activities from the profession and to serve students with an interest in all areas of park and natural resources management. ORPA is a professional based organization within The Ohio State University,

School of Natural Resources. Beyond professional activities, ORPA will seek to provide opportunities for social interaction between students and park professionals.

ORPA was originally founded on the mission and principles of the ANPR. The Outdoor Recreation & Parks Association hopes to continue work in establishing a strong professional tie with ANPR in the future. ORPA has encouraged its student membership to join and actively participate in ANPR. Our organization was successful in sending student representatives to the Ranger Rendezvous in Tucson last December. We would like to continue sending representatives from ORPA to Ranger Rendezvous each year to keep up-to-date with the ANPR's professional activities.

As a new student organization, we have accomplished a several items on our agenda. Last year, the organization put on the First Annual Park Awareness Week at Ohio State. At the event were guest speakers from the Columbus Metroparks, Ohio State Parks and an NPS ranger from Perry's Victory. We have also conducted an NPS seasonal application workshop to help new potential seasonals complete their 10-139, SF-171 and OF-612 forms correctly. The group has also volunteered at the family event for Governor Taft's inauguration in Ohio's Capitol Building.

Like most organizations that undergo change, we have learned some by trial and error. But our experience and ties to organization's like ANPR have brought us closer to our goals.

Melanie Berg, ANPR's seasonal perspectives representative, has worked hard to keep us tied in with ANPR. Mark Giese, our faculty/staff adviser at Ohio State, and Steve Dodd from the Ranger Academy Programs at Cuyahoga Community College, also have provided their expertise and guidance.

We, the students of ORPA, appreciate the service and support from the membership of ANPR and look forward to future professional opportunities together. Please feel free to contact ORPA via our ANPR liaison, Melanie Berg, with any questions, comments or suggestions.

ANPR Reports

ANPR Election Results

In January ANPR members elected new board members. Here are the results:

Treasurer

Lee Werst, National Capital Parks – Central. 1900 South Eads Street, Apt. 724, Arlington, VA 22202; (703) 920-0238; lswerst@aol.com

Secretary

Dawn O'Sickey, Grand Canyon. P.O. Box 655, Grand Canyon, AZ 86023; (520) 638-6470; dosickey@grand-canyon.az.us

Professional Issues

Erin Broadbent, National Mall. 3807 Estel Road, Fairfax, VA 22031; ebroadbent@aol.com

Seasonal Perspectives

Melanie Berg, Glacier National Park (seasonal). 14486 Fullers Lane, Strongsville, OH 44136; (440) 846-0629; melanie.berg@tri-c.cc.oh.us

Special Concerns

Scot McElveen, Death Valley. P.O. Box 500, Death Valley, CA 92328; (760) 786-2528; jmc004@aol.com

The ANPR membership approved this resolution at Rendezvous XXII in Tucson.

RESOLUTION: Housing Program Improvement

Whereas the Association of National Park Rangers (ANPR) has a long standing interest in the improvement of park housing, and

Whereas ANPR is concerned about the current direction of NPS housing, be it resolved:

The membership of ANPR does hereby direct the President of ANPR to send a letter to Director Stanton expressing:

- our concerns over the implementation of the recommendations of the contracted housing assessments.
- our concerns over the housing management policy as written, and its impact on the future direction of NPS housing.
- our concern that the true value of housing in terms of both protecting park resources and the cost/benefit of housing to the Service needs to be reevaluated.
- our commitment to assist, wherever possible, to make housing truly meet the needs of the Service.

Editor's Note: *The Summer edition of Ranger will be devoted to this important issue.*

Retirement

Y2K – Are You Prepared?

What is going to happen when the clock strikes 12:00:01 a.m. on Jan. 1, 2000? Will planes fall out of the air, power outages occur, banks close because of no money, etc.?

There are some people who believes all of this will happen, including the world coming to an end. They are stockpiling food, fuel, generators, water purification units, hand cranked short wave radios and other emergency paraphernalia, including arming themselves, in anticipation of Armageddon. Some may remember Americans, with a similar pessimistic outlook, building bomb shelters in their basements when Russia parked missiles 90 miles off the Florida coast. In other quarters the hurricane analogy is being floated, but you can't leave the coast for safer locations. Others shrug and say it's all going to be fixed by year 2000 or they say, "So what!"

What does this have to do with retirement, which is usually the subject of this article? Answer: Lots! Let's look at some specifics when it comes to your money and investments.

Banking: Some "experts" say that due to a cyber-nightmare, a crash of the global banking and financial system is guaranteed to occur. They advise to prepare for the millennium bug by purchasing gold, silver and non-perishable food, which they are ready to sell to you. According to the Federal Deposit Insurance Corporation (FDIC) last September, 88 percent of the 6,034 financial institutions it regulates are making "satisfactory" progress on the Y2K problem. About 12 percent of FDIC insured banks — 695 — "need improvement" and fewer than 1 percent are "unsatisfactory" in their progress.

The Federal Reserve Board is also involved in preparing for the Y2K problem. Alan Greenspan has long recognized the problem. Since June 1998, officials said the Fed has been testing its Automated Clearing House for check processing, along with the Fed Wire, which handles large transactions for major financial institutions. Fed officials say large U.S. banks — about 250 with assets of more than \$1 billion — are ahead of schedule on Y2K readiness. However, smaller banks are not considered to be doing

ANPR Promotional Sales Assistance Needed

Due to some unique California laws, ANPR's promotional sales items cannot be shipped from a California address without some hefty tax penalties to ANPR. We need someone who is willing to store approximately 25 boxes of varying sizes and ship 30 to 40 mail orders per year. You also will ship items to the Rendezvous.

There is great flexibility with your level of involvement. If you just want to store and ship, fine. If you also want to be involved with choosing and ordering items, great! Please contact Jeannine McElveen at (760) 786-2528, Pacific time, or via e-mail at jmc004@aol.com with any questions.

The order form for promotional items is on page 25, but sales have been suspended until this issue is resolved.



as well. In a recent article in the *Kiplinger Financial Magazine*, the writer said those with accounts in small banks should move to larger banks. However, in the letters to the editor column in the next issue, numerous letters disputed this advice. My own bank in Fort Collins, Colo., (First National Bank) with assets of \$650 million, is on schedule to become Y2K ready by the end of the first quarter of 1999. They have been working on the problem since 1994, and have spent \$2 million on new computers and software.

A friend who is president of a small state bank in Oklahoma says rather than making their computers Y2K compliant, they are buying all new NCR computers. Moody's Investors Service, a leading bank-rating agency, has a vested interest in trying to objectively assess the financial community's preparedness. It says, however, that in many emerging markets throughout the world, both banks and many bank regulators are still utterly unprepared for Y2K.

Suggestion: Have about two to three weeks cash on hand before 2000. Keep your checkbook balanced and save your statements—particularly as year 2000 approaches.

Another critical financial link, perhaps the most prevalent among consumers, is the *credit card industry*. VISA said it began preparing its global network of banking institutions and retailers in 1994 to process cards with expiration dates of 2000 and beyond. They are ready. But VISA warns retailers that unless individual merchants modify their own software at their point-of-sales terminals, payment cards with the year 2000 will be rejected, creating additional problems for people who rely on credit cards for critical purchases.

Suggestion: Keep all your credit card slips. Make sure they are correct when checking them against January's credit card bill. Don't have any credit card debt!

Y2K Impact on Wall Street: The Security and Exchange Commission takes Y2K very seriously. Last August a group of 40 brokerages, stock exchanges and clearing houses that operate among the nation's stock markets set their computer clocks ahead to Dec. 29, 1999, and ran mock trades over a four-day period, through the mock-date of Jan. 3, 2000. Only 1 percent, or 6 million shares, of the trades had problems related to

Y2K. The question is, to who do those 6 million shares belong and how many shares get misdirected today? The SEC also says that anything less than total, worldwide Y2K compliance could have serious results.

Suggestion: Banking, the credit card industry and the stock market will most likely be the least affected by the Y2K bug since they are the most regulated. If you hold mutual funds with foreign investments, ask the fund managers what they plan to do. Keep good records and post the net asset value of individual stocks and mutual funds as of Dec. 31. If any glitch occurs you will have the most up-to-date records for backup.

U.S. Government: Last June President Clinton promised a Presidential address on the Y2K problem, which has yet to come with one exception. The President had a ceremony in the Rose Garden with Treasury Secretary Rubin to announce that the Social Security Administration will be ready to produce the monthly checks to participants on Jan. 1, 2000. (Good news for me.)

The Department of Transportation has made good headway. No planes will fall out of the sky according to FAA Director Jane Garvey. The air traffic control system will function properly. Travel agent ticketing has started for reservations into 2000. But how about the baggage systems, weather data, local airport facilities, etc. Planes won't crash, particularly if they can't take off.

Suggestion: Don't book any flights over New Year's 2000 due only to the possibility of inconvenience. Wait a week or so.

The *Global Positioning System* (GPS) is ready for 2000. Although some inexpensive, hand-held receivers may not be. **Suggestion:** Call the manufacturer and inquire if your GPS model is compliant.

Is your TSP safe? A new Thrift Savings Plan record keeping system is to be installed by mid-2000. In the TSP website there is some discussion of year 2000, but other than the new recordkeeping system in mid-2000, there is no clear mention of compliance before 2000. Maybe future news on their website will clarify the situation.

Suggestion: Keep contributing the maximum into the C Fund. As 2000 gets closer we'll take another look at things, but at this

time I see no change in this strategy.

The Bureau of Reclamation computer handles your *payroll*. From every one I have talked to it is assumed that they will be ready.

Suggestion: You may want to have a couple thousand in a liquid position if you are concerned or live from paycheck to paycheck.

The NPS is well aware and is concentrating on fixing possible park problems. Officials have hired a company to do inventories in a number of areas to assess the Y2K difficulties. Embedded computer chips in utility systems; concessionaire's readiness along with their suppliers is a focal point. NHA's with their point-of-sales cash registers inventory systems, and payroll all could be problems. So parks and employees could be affected in many ways including trouble with outside public utilities which furnish electricity, gas and water. These utility companies are working hard to prevent disruptions in their service and generally should be in good shape.

I believe, as far as the U.S. is concerned, preparedness seems to be satisfactory. There are a few companies who will be late, but hopefully federal agencies will make the deadline.

The real danger comes from the fact that the rest of the world is trailing the U.S. in fixing their problems. As of January 1999, Western Europe is six months behind with the exception of France, which is 10 months behind on fixing the Y2K problem. Eastern Europe, Russia, India, Pakistan, Southeast Asia Japan, most of South America and the Middle East and Central Africa all lag the U.S. by more than 12 months. How much this will affect our life remains to be seen.

On a scale of one to 10, with one being almost no disruptions and a 10 being a complete economic and social collapse, many Y2K experts guesstimate the effects of Y2K at about a five. No one knows for sure. They also agree that there *may* be a mild, short-lived recession with some interruption in the flow of goods and services. So take advantage of the Y2K disaster—have some available cash to buy if the stock market slumps. What is the Boy Scout motto? Be Prepared!

— Frank Betts, Retired

The Professional Ranger

Interpretation

Corky Mayo addressed two groups in Tucson, Ariz. — the National Leadership Council and interpreters who attended a concurrent session at Rendezvous last December — on a Five-Year Action Plan for Interpretation and Education in the National Park Service. This plan was a product of the Education Symposium held in Santa Fe, N. M., and the Connecting People to Parks Workshop in Alexandria, Va. Both meetings included a sampling of professionals from various disciplines and positions including staff from parks, central and support offices, and the private sector.

The strategic vision for accomplishing the NPS mission in interpretation and education is articulated in the National Park Service Annual Performance Plan as “Provide for the public enjoyment and visitor experience of parks.” The Washington Office, Interpretation and Education Division chose the theme of “connecting people to parks” to help focus on this goal and to create memorable experiences, preserve our diverse heritage and promote stewardship.

Purpose of Education and Interpretation in the NPS

(from Education Symposium Report)

In planning and developing our national and local education and interpretation efforts the following purposes from the Education Symposium should be used as benchmarks.

- Promote personal connections to the many American experiences through objects, places, ideas and values.

- Develop an informed citizenry committed to the stewardship of natural and cultural resources.

- Help people understand the many landscapes, life forms and stories of America.

- Establish the National Park System as a positive and distinctive resource for the educational community.

- Guarantee that all Americans have opportunities to learn from the National Park system whether or not they actually visit the parks.

Five Year Plan Action Items (from the Connecting People to Parks Workshop Report)

This comprehensive five-year Servicewide work plan for interpretation and education centers around four primary ideas: messages, workforce, audiences and interdisciplinary partnerships. It is intended that the work plan will focus the workforce on top priorities, garner support and provoke action by interpreters and managers, and demonstrate a broad application of interpretation and education programming in achieving the NPS mission.

NPS Messages

- Implement a Servicewide media assessment and upgrade program.

- Prepare and implement a comprehensive interpretive plan for each park.

- Develop advanced interpretive and educational information on ParkNet.

- Design, construct and use NPS mission and recruitment traveling exhibit.

NPS Workforce

- Fully implement the ranger careers program.

- Fully implement the interpretive development program.

- Reinstigate the introduction to park operations for new employees.

- Establish a volunteer senior ranger corps.

Audiences

- Acquire knowledge concerning barriers to using parks.

- Acquire knowledge regarding non-park users.

- Acquire knowledge regarding the effectiveness of interpretation and education programs in protecting park resources.

Interdisciplinary-Partnership Work

- Increase funding for the Parks as Classroom Program.

- Implement a grants program to promote innovative model education prototypes that test new ideas and approaches.

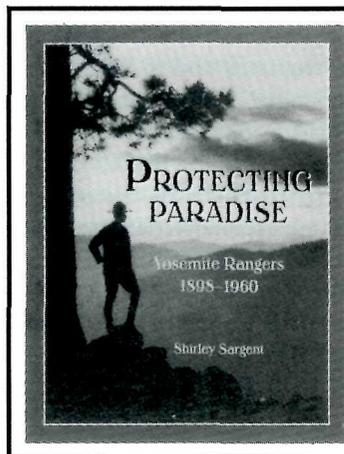
- Demonstrate how interpretation and education is a critical element to the successful solving of critical resource issues in natural resources, cultural resources, wilderness, nature of sound, environmental leadership, etc.

- Develop Education Centers.

- Seek funding for the transportation of children unable to visit parks.

The Connecting People to Parks Workshop Report recently was sent to all superintendents. The National Leadership Council provided its support for the Five-Year Action Plan by agreeing that pursuing these actions requires current funding to continue. The NLC is considering additional funding support through the Fee Demonstration Program and the FY 2001 budget cycle. For more information about this action plan, contact Program Manager for Interpretation and Education Corky Mayo.

— Tina Orcutt
Booker T. Washington NM



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by Shirley Sargent

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Resource Management

Natural Resource Initiative (NRI) —

Workgroups co-chaired by superintendents and subject matter experts have been working since January to develop action plan proposals to implement the twelve program areas of the NRI (see *Ranger*, Winter 1998-99). Their task is twofold: to identify and prioritize a four-year plan of base increases to raise the Service's capability in natural resource management and preservation, and to identify actions that will make a difference, are feasible and don't require new money. The challenge is to mold the NRI into an institutionalized change in the way we do business, and do so in a way that casts as wide a net as possible. The involvement — and ownership — of many senior superintendents suggests that this program may have the strength to succeed.

The NRI is not simply about getting more "ologists" in parks, or an affirmative action program for resource managers. It's about making preservation everybody's business, developing the awareness, skills and capability to use scientific information to improve park preservation, and to do so in a way that strengthens our commitment to visitor services. The administration's proposed FY 2000 budget lays a firm foundation, if the Congress approves it, as it contains approximately \$16 million in new money for natural resource programs. A consolidated proposal from the workgroups will be approved by the NRI steering committee in April — in time for the development of the FY 2001 budget — with an expected wide circulation in the NPS. Once a strategy is agreed upon, expect to see a significant public relations effort launched.

Environmental Leadership — January also saw a successful Environmental Leadership Summit in Washington, which brought together Assistant Secretary Don Barry, Director Bob Stanton, most of the NLC, and the practitioners and advocates of a "greener" National Park Service. Led by Associate Director Maureen Finnerty and coordinated by Shawn Norton of the HazMat office, the summit showcased park-level innovations making NPS operations as environmentally sensitive as possible. A lot of people in parks are already doing a lot of good things, such as eliminating solvents in auto shops,

putting low-flow showerheads in concession hotel rooms, buying post-consumer recycled products, etc. What is especially interesting is that heretofore most efforts have been done by individuals committed to what they thought was the right thing to do, working largely independently on personal agendas rather than fulfilling policy. Most of these folks have been in maintenance and administration, with rangers and resource managers having had little involvement. I heard people talking about greening parks as an expression of the "preserve unimpaired" mandate of the Organic Act, and saw influence and zeal come together in one place.

There's a parallelism between the environmental leadership endeavor and the natural resource initiative which was not lost on the summit participants. The two efforts reflect an inside-outside approach to doing the right thing for park resources: greening focuses on minimizing our own impact on park environments, and the NRI is primarily concerned with understanding and protecting the rest of the park. Both see a need to develop and widely share tools and expertise within the workforce as well as tell the story to an interested public. These are complementary efforts, if not two sides of a single coin. If we can get maintenance and admin folks to see that science and natural resources are necessary to know what "unimpaired" looks like, and get rangers and resource managers involved in greening park operations, we could actually see everyone in a park working for shared goals. What a radical idea.

Chief Ranger Training — A new week-long training class called "The New Chief Ranger" was offered at Albright in January. Notably, a full day of the training was dedicated to natural and cultural resource management and compliance. While there were a few skeptics amongst the trainees, most felt that this was highly appropriate — a few were even heard to suggest that the session be given at FLETC. Kudos should go out to course coordinators Joe Evans (ROMO), Steve Frye (GLAC) and Bob Howard (LYJO) for their forward thinking.

— Bob Krumenaker
Northeast Regional Office

Protection

Seasonal Law Enforcement Programs

The last issue of *Ranger* contained a list of academies and contact numbers for seasonal law enforcement programs. A new program at Northern Arizona University wasn't included, so the list is reprinted here in its entirety.

Colorado Northwestern Community College, (800) 562-1105 ext. 336.

Cuyahoga Community College, (Ohio), (216) 987-5081.

Hocking College, (Ohio), (740) 753-3200.

Northern Arizona University, Park Ranger Training Program, (520) 523-0228; john.lisco@nau.edu; www.for.nau.edu/prm/rangers.

Santa Rosa Junior College, (California) (707) 776-0721.

Skagit Valley College, (Washington State), (360) 416-7829.

Slippery Rock University, (Pennsylvania), (412) 738-2596.

Southwestern Community College, (North Carolina) (828) 369-7331.

University of Alaska Southeast, (907) 747-6611, ext. 223.

University of Massachusetts at Amherst, (413) 545-2484.

Vermillion Community College, (Minnesota) (218) 365-7246.

Western Dakota Tech Institute, (South Dakota) (800) 544-88765.

“We must recast the way we
view the landscape.
Preservation is no longer
enough. We must quickly move
beyond to restoration.”

— Interior Secretary Bruce Babbitt
Sept. 30, 1998

Remarks to Society for Ecological Restoration

A First-Timer's Thoughts

By Blanca Alvarez Stransky

Sometimes your friends know best! After nearly a decade of urging from friends across the NPS to attend a Ranger Rendezvous, David and I finally took their advice.

This past December, we stuffed our two boys into the Dodge and headed for Ranger Rendezvous XXII in Tucson, Ariz. (Of course, no trip is complete without a stop-over at Grandma's house.) Our mission — to discover what was so special about a Ranger Rendezvous. And here's what we found out:

1. It's ol' home week. All week long, we were greeted by blasts from the past — friends from our early NPS days. Instantly, we picked up where we had left off, as if time had stood still. (David swears the 24-hour Hospitality Room helped refresh his memory.) Yet, the passage of time was clearly marked by the streaks of gray poking out here and there, the deepening laugh lines, and the readily displayed family pictures.

But the Ranger Rendezvous was more than just a memory walk. Rendezvous are also perfect opportunities for establishing new friendships, learning about other NPS sites and researching future career possibilities. Lisa Eckert, superintendent of Knife River Indian Villages, vows that her first Rendezvous launched her career with the National Park Service.

2. It's chalk full of informative workshops for all NPS types. The wide variety of workshops offered — from *Penguins in the Workplace: Cultural Diversity* to *Making Your Parks Even Greener* — satisfied

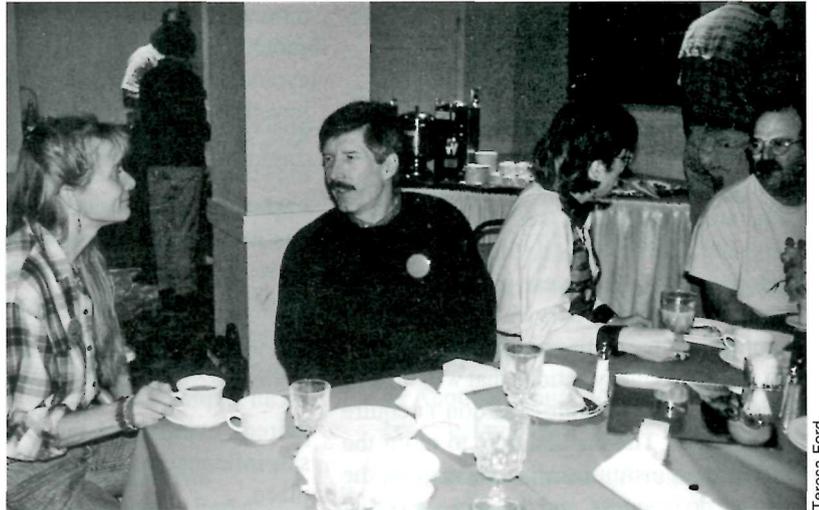
our different individual interests. According to David, the workshops gave him a broader perspective of the NPS and demonstrated the high-level of commitment some employees possess for implementing much-needed changes in the NPS.

"I was particularly impressed by Rick Gale's and Bill Wade's presentation, *How to Keep Your Butt Out of Trouble During an Incident*, because they proved how dedicated they are to keeping employees in the field safe," said David.

Our only complaint—we were unable to attend all the workshops. Hopefully next year!

3. The guest speakers deserve the applause. Thankfully, the typical rah, rah speeches to the spirit de corps were not evident. We were treated to informative, entertaining and inspiring speeches by a variety of land managers including NPS Director Robert Stanton and Assistant Secretary for Fish, Wildlife and Parks Don Barry. In fact, the words of Eleanor Towns, United States Forest Service Region 3, Regional Forester, still echo in my head: "We are the soul of the public lands. . . Be happy. Thank someone 'cuz you're employed. . . Do your job and save the world later."

4. It's your organization at work. The Rendezvous answered that all-important question, "What happens to our yearly membership dues?" As part of the conference, ANPR officers and committee members presented a status report during the business sessions. As first-time attendees we were duly impressed by the work accomplished by the board of directors past and present. ANPR works thanks to the dedication and extraordinary efforts of the volunteers who assume leadership roles in the organization.



Teresa Ford

MUFFINS & COFFEE: ANPR board members visit with first-time Rendezvous participants at a newcomers' breakfast in Tucson.

5. And finally, it's loads of just plain fun. Rendezvous are about a bunch of friends — breaking bread, reflecting on the NPS, laughing at old war stories, creating new memories, and inspiring each other to continue the fight.

Now that we are seasoned Rendezvous-goers, here's some unsolicited advice for first-time attendees:

1. Always carry money — you will be fined (for some 'misdeed') at least once.
2. Don't plan on catching up on your sleep.
3. The Hospitality Room never closes.
4. If you leave early, you'll definitely miss out.
5. Dogs and kids are always welcome.
6. Shake hands with at least two people you don't know.
7. Get involved — run for office.
8. Margaritas and evening programs don't mix . . . sorry, Butch! ☐

Blanca Alvarez Stransky has worked for the National Park Service at Grand Canyon, Zion, U.S. Arizona Memorial, Women's Rights NHP and Chamizal National Memorial. She left the Park Service in July 1997 as the chief of arts and education at Chamizal. Currently she is completing a master's degree in administrative leadership and two certificates in conflict management and mediation at Fresno Pacific University and will graduate in May. She hopes to return to the NPS after graduation. She also teaches art on a volunteer basis at Hume School.

David Stransky works as a law enforcement ranger in Cedar Grove at Kings Canyon National Park. He has worked at Grand Canyon, Zion, U.S. Arizona Memorial, Yellowstone, Shenandoah, Saratoga and Chamizal.

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IRF Update

By Bill Halainen
Delaware Water Gap

The last six months have been a busy period for IRF, particularly in extending contacts to rangers in other nations.

President Gordon Miller's home park in England approved a six-month leave of absence so that he could place full time and attention on the work of the Federation. This came about through the efforts of many people, particularly fund raisers led by treasurer Mike Marshall. The six months began in October.

In September, Miller flew to Portugal on a private visit. During his stay, he met with Manuel Franca Doria and Maria Cunha of the Portugese Ranger Association. Among other things, they talked about contacts between Portugal and Brazil so that IRF could help the Brazilians establish a ranger association. Both Doria and Cunha have contacts in Brazil and will be working on this.

During early October, Miller attended the Europarc Conference in Mallorca and gave a workshop on IRF. Attending were delegates from Russia, Germany, Austria,

Italy, Slovenia and Hungary. Miller talked about the history and development of IRF and about the next world congress. He also had the chance to talk with a number of delegates from the countries represented. Meetings were held with:

➤ Vistor Popov, director of national parks in Russia, and Natalia Danilina, the IUCN/WCPA vice chair for Russia. They reported that there are 1,000 rangers in Russia and that they have a great desire to communicate with other rangers. Information on developing a ranger association will be sent to Danilina; IRF council member for Europe Vlado Vancura, who speaks Russian, will work on developing further contacts.

➤ Fred van der Vegte, director of Kennermeduinen National Park in the Netherlands. He plans to start a ranger association and will be provided with support materials.

➤ Martin Solar from Slovenia. He has provided a contact which should lead to the establishment of a ranger association.

➤ Leszek Lubczynski, director of national parks in Poland. He has agreed to

support the development of a Polish ranger association.

➤ Delegates from Norway, Latvia, Lithuania, Serbia, Hungary, Bulgaria, France and Spain, all of whom expressed interest in the work being done by IRF and offered to find contacts.

➤ Eva Pomgratz, director of Europarc. She and Miller agreed to a number of ways that IRF and Europarc could work together: an exchange of newsletters, articles by IRF for the Europarc Bulletin, links between web sites that IRF and Europarc are in the process of developing, Europarc consultation with IRF on future ranger training courses, joint development of a "good practices" guide for rangers, and development of a memorandum of understanding outlining specific ways in which the two organizations will cooperate in the future.

Miller attended the English Countryside Management Association's annual conference in mid-October and gave a presentation on current developments in the federation and provided details about the congress in South Africa.

Travels concluded with a trip to Slovakia, Poland and Austria. Miller addressed a meeting of the Slovak Ranger Association, then traveled to Tatra National Park for discussions with Vlado Vancura about new ranger organizations, training and a host of other IRF topics. He then continued to Poland, where he discussed the formation of a Polish ranger association with the staff at Tatra and Ojcow National Parks, and to Vienna, where he met with Professor Bernd Lotsch, head of the Natural History Museum in Vienna, who is interested in helping start a ranger association in Austria.

In November, Miller was the guest speaker at the Scottish Countryside Ranger Association's annual conference. Scotland is on the verge of designating its first national parks, and debates on this are intense. A second trip was to the Rendezvous in Tucson. Miller met with IRF Vice President Rick Smith and many ANPR members on a variety of issues, particularly development of ranger associations in Central and South America and on fund raising for delegates to the Third World Congress.



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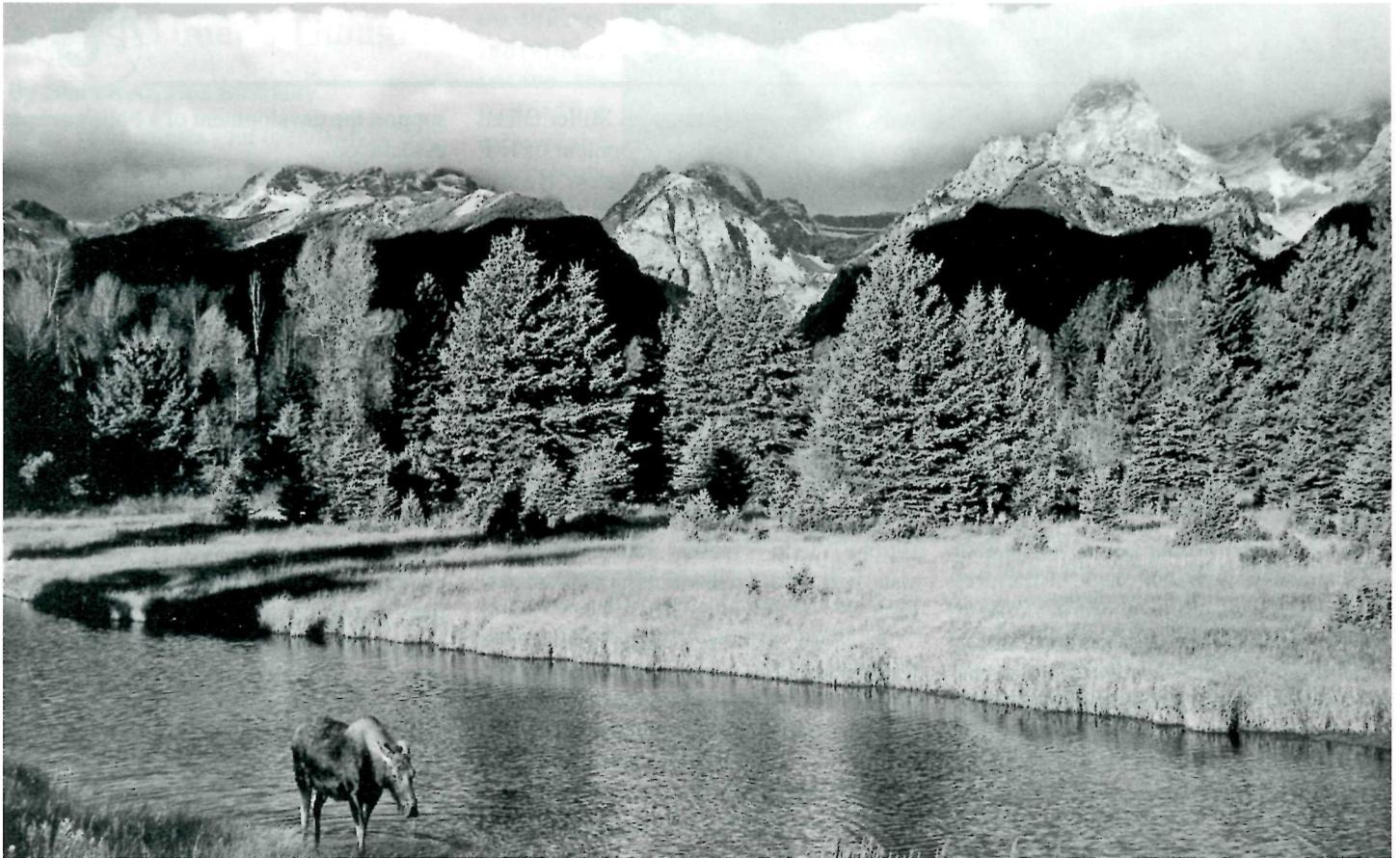
The Association of National Park Rangers soon will celebrate its 21st year together. As a member, you have access to many benefits. Included are:

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For more information on these programs, contact:

Mike Caldwell, Membership Services
33 William St.
New Bedford, MA 02740

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



This image by Dennis Young of Yellowstone won second place in ANPR's photo contest. Turn back to page 14 for more details.

IRF-Sponsored Training in Mexico

Vice President Rick Smith attended a law enforcement training course in Valle de Bravo, Mexico, co-sponsored by IRF and the Mexican Natural Resources Law Enforcement agency. He gave the keynote address on behalf of IRF. Fifty-four rangers from 14 countries in Latin America and the Caribbean attended the course.

While there, Smith accepted one provisional IRF affiliation from three Venezuelan rangers who are in the process of forming a national association of park rangers. He also met with rangers from Cuba, Argentina and Ecuador and reviewed their progress toward affiliation.

Third World Congress

Progress continues to be made on prepa-

rations for the Third World Congress in Kruger National Park in September 2000. A detailed brochure has been completed and mailed. It contains a form to be submitted if you're interested in receiving further information on the congress. If you don't have the brochure, you can still respond by sending your name, organization, address, phone number, fax number and/or Internet address to: The Secretariat, IRF Congress, P.O. Box 147, SKUKUZA 1350, Kruger National Park, South Africa. The telephone/telefax number is 27-13-7355195; the e-mail ad-

dress is merle@mpu.co.za.

Meanwhile, rangers in England are working on a project entitled "Africa in the Roar" in which IRF members will drive three four-wheel-drive vehicles from Egypt to Kruger NP, picking up rangers on the way. The event will be reported at a web site: <http://ds.dial.pipex.com/town/street/xhm74/index.html>. Declan Keiley of CMA wants to know of any potential funding sources for this project. You can contact him at gillingham.broads@dial.pipex.uk. □

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Through its private-sector partnerships, the National Park Foundation has raised more than \$21 million over the past five years in direct support for the National Parks. Using a competitive-grants program, NPF channels funds to the following broad program areas:

- education and outreach
- natural resource conservation

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Quill Pen with ANPR logo	\$18.00			Mousepads, tan with ANPR logo	\$4.50		
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Insulated mug, large, black (20 oz.)	\$6.00			Coozie lined can holder, green with gold ANPR logo	\$3.50		
Insulated mug, small, gray (12 oz.)	\$4.50			Leather folder, tan with gold ANPR logo in lower right corner	\$19.50		
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ANPR decal	\$1.50			"Preserving Nature in the National Parks" by Dick Sellers (signed by author)	\$19.50		
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* Polo shirts -- SALE!!	\$10.00						
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Wilson Tour golf balls w/ ANPR logo							
Single ball	\$2.50						
Sleeve (3 balls)	\$7.50						
Dozen	\$30.00						
Croakies (eyeglass holder) - Forest Gr. "National Park Service"	\$4.50						
"Park Ranger"	\$4.50						
T-shirts w/ large two-color ANPR logo							
White - heavy 100% cotton	\$9.50						
Circle size: M, L, XL, X, XL	\$10.50						
Rendezvous T-shirts from Ft. Myers							
Six-color screenprint on forest green, heavy 100% cotton;							
Circle size: M, L	\$5.00						
Rendezvous T-shirts fromTucson							
Tan with dark green imprint							
heavy 100% cotton;							
Circle size: M, L, XL	\$5.00						
and XXL	\$6.00						
Cloisonné pin with ANPR logo	\$2.00						
Ball cap (beige) with embroidered ANPR logo	\$12.50						

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 Teal (only M) Banana (S, L, XL) Navy (only XL)

*Please see page 18
 for important
 ordering information!*



ALMOST OFF & RUNNING: Joggers in ANPR's annual Slug Run pose just before the start of the race in Tucson last December.

Teresa Ford

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 via e-mail to fordedit@aol.com or write to **Teresa Ford, Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401**. Changes of address should be sent separately to the ANPR Business Manager, P.O. Box 108, Larned, KS 67550-0108.

Todd Brindle (DRTO, CHIS, SEKI, EVER, GUMO, SUCR, YOSE) has transferred from Wawona district ranger at Yosemite to the chief of resources management and visitor protection at Amistad National Recreation Area, Texas. Address: 119 Medicine Bow Trail, Del Rio, TX 78840; tbrindle@delrio.com.

Sharon Clark (YOSE 74-77, PORE 78-80, PINN 80-82, LAVO 82-83, WHIS 83-86, GRCA 86-87, LAVO 87-91, CHIR 91-92, SAGU 92-93, CHIR 93-95, YOSE 95-98) is the executive assistant to the director, Bureau of Reclamation, in Denver. She was an agreements administrator at Yosemite. She writes that after 22 years her NPS career has come to a close and she has joined a sister

agency. "Thanks for the memories and the parks that I hold so dear." Address: 11078 W. Polk Place, Littleton, CO 80127-2407; sharonlynnzack@hotmail.com.

Peter Fitzmaurice, chief ranger at Kenai Fjords National Park, and his wife, **Shannon**, a recreation forester with the Chugach National Forest, welcomed their second child, **Lauren Rose Fitzmaurice**, on Nov. 9, 1998. She joins brother **Skylar**, who is almost 2.

Margaret "Maggie" Johnston (seasonal 75-77, permanent 77-present, GOGA, PORE, DEVA, CANY, FLFO) is superintendent at Capulin Volcano NM since early 1998. Previously she was chief of interpretation and resource management at Florissant Fossil Beds NM.

William Reynolds (OZARK 84, STLI 84, UPDE 85, BOST 85, 86-87, CAHA 86, 88-91, GUI5 91-93, EVER 93-98) is a district ranger at Assateague Island NS. Previously he was a district ranger at Everglades.

Randy Turner (GUI5 77-78, HEHO 79, STLI 80-85, GATE 85-90, DEWA 90-98)

is the 1999-2000 Bevinetto Congressional Fellow working the first year in the U.S. Senate. Most recently he was chief of visitor services and cultural resources at Delaware Water Gap. Address: P.O. Box 57088, Washington, D.C. 20037-7088. □

Ranger welcomes short submissions for these new periodic features:

- **Humor in Uniform** — NPS humorous anecdotes
- **Quotable Quotes** — pertaining to the national parks
- **"Good" News** — Positive news from parks or members

ANPR is now on the World-Wide Web!
Check out our site at
www.anpr.org





Teresa Ford

FAMILY TIES: Evelyn Klein, right, and her daughter, Regina Klein, were the only mother-daughter law enforcement ranger team at the Rendezvous. In fact, they are one of just a handful of mother-daughter law enforcement duos in the Park Service. Evelyn works at Lyndon B. Johnson NHP, while Regina is at Big Thicket.

Missing ANPR Members

ANPR has lost touch with these people. If you know their whereabouts, please send the information to ANPR, P.O. Box 108, Larned, KS 67550-0108.

- | | |
|---------------------|-----------------------|
| Eileen M. Andes | Three Rivers, CA |
| Matthew Day | Yamhill, OR |
| Linda R. Emerson | Hopkinton, MA |
| R.J. Marsh | Yosemite, CA |
| Paul Scott Martin | Three Rivers, CA |
| Brian Peters | Timucuan E&H Preserve |
| Richard F. Ryan | South Wellfleet, MA |
| Laura M. Schnebelen | Columbus, OH |

Welcome (or Welcome Back) to the ANPR Family!

Here are the newest members of ANPR:

- | | |
|-------------------------|---------------------|
| Michael & Suzan Barrett | New Tazewell, TN |
| Catherine Burns | Columbus, OH |
| Coral Conway | Sun City Center, FL |
| Colette Daigle-Berg | Yellowstone, WY |
| Boyd Evison | Stateline, NV |
| Brion J. Fitzgerald | Fairfield, PA |
| Steve Frye | West Glacier, MT |
| Amy Garrett | Death Valley, CA |
| Donna Gerstle Smith | Fort Davis, TX |
| Jennifer W. Gonsalves | New Bedford, MA |
| Glenn R. Gossard | Page, AZ |
| W. Cliff Herndon | Mancos, CO |
| Kate Honaker | Bowling Green, KY |
| Dale E. Kissner | St Louis, MO |
| Mark Law | Grand Canyon, AZ |
| Larry Lindenberg | Washington, MI |
| John W. Lynch | Medford, MA |
| David E. Martin | Troy, OH |
| Eric Martin | Gardnerville, NV |
| Sean McCabe | Buckeystown, MD |
| Bamma L. Mellott | Beallsville, OH |
| Kevin C. Moses | Mosca, CO |
| Mark Peterson | Ft Collins, CO |
| Dean Reasoner | Vicksburg, MS |
| William Reynolds | Berlin, MD |
| Theresa L. Stoia | Salt Flat, TX |
| Patrick J. Waddell | Columbus, OH |
| Richard. Wilson | Brigham City, UT |

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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:

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Fort Collins, CO 80526

Shields *(continued from page 5)*

do, and show that we have good stewards of the public resources for the taxpayers.

She tied the department's philosophical theme to one word: "Restoration." She views the term as more aggressive than simply conservation or preservation, and referenced key efforts such as wolf and salmon reintroduction efforts, and habitat conservation plans that are helping to protect in a partnership with private owners over 5.3 million acres of critical habitat.

In future efforts, she said the President and the Secretary are proceeding with new initiatives, and will continue to do so until the last day in which they leave office. She also said we shouldn't continue to do only that which we think we can finish. In particular, the department will continue working toward revising the 1872 mining law; working on DOT control of aircraft overflights over park areas; and looking at controlling the growth of vehicles in parks.

In conclusion, she said the department is looking at a "Strategy for Victory" (borrowing from a military perspective) in protecting the public resources, in which NPS should be the leader, as the public sees us as representing the Department of the Interior. (However, in a question related to the BLM being given management authority over the Escalante National Monument, she supported this, saying: "If you want the BLM to do good things, you have to give them good things to do.")

The luncheon with keynote speaker was a new effort by ANPR at the Rendezvous to present important perspectives on our profession within a less-structured environment.

— *Tony Sisto*
Fort Vancouver



Teresa Ford

MEXICAN SHOPPING: One organized Rendezvous field trip took participants south of Tucson to Tumacacori NHP, and then briefly across the border to Mexico for a little shopping. Another field trip went to the Arizona-Sonora Desert Museum in Tucson. Still other Rendezvous attendees enjoyed a game of golf or took the free day to travel on their own.

Super Raffle *(continued from page 8)*

\$100 incentive for selling the third most tickets (110) to **Dawn O'Sickey of Grand Canyon, AZ**

\$50 incentive for selling the 1st prize ticket to **Deanne Adams of Seattle, WA**

Winners have until Dec. 12, 1999, to claim their prize or it will be forfeited. If you have not received your notification letter or spoken with Scot McElveen concerning your prize selection, please call him at (760) 786-2528.

The distribution letter mailed with the 1998 raffle tickets did not request that unsold tickets be returned and we will not be requesting that unsold tickets be returned in the future, so save your postage!

Any comments on improving Super Raffle's fund-raising ability are gladly welcomed.

Congratulations to the winners!



LETTERS

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Letters to the editor are welcomed. Signed letters of 100 words or less may be published, space permitting. Please include address and daytime phone.

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Renewal or New Membership Date _____ Park Code _____ Region _____ Retired?

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\$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
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To help even more, I am enclosing an extra contribution \$10 \$25 \$50 \$100 Other

Return membership form and check payable to ANPR to:
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Membership dues are not deductible as a charitable expense.

Administrative Use

Date _____
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- ANPR may publish a membership directory, for distribution to members. 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
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 - ___ **Your job/discipline area** (interpreter, concession specialist, resource manager, etc.)



Share your news with others!

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

Send news to:

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Name _____

Past Parks — Use four-letter acronym/years at each park, field area, cluster (YELL 88-90, GRCA 91-94) _____

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vacant

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