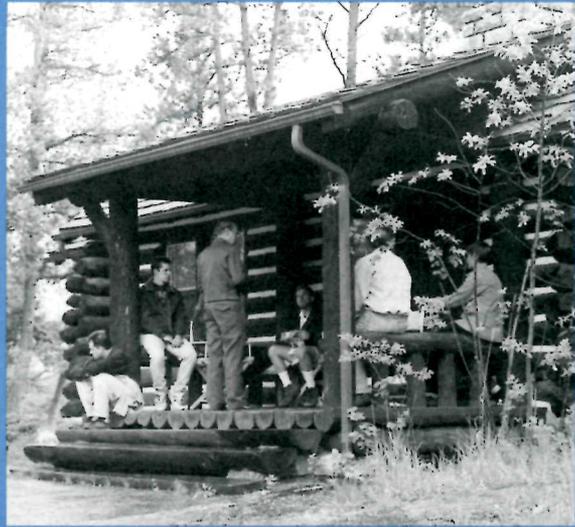


RANGER

The Journal of the Association of National Park Rangers

Vol. XVI, No. 1 Winter 1999/2000



The Changing NPS: Seasonals & Other Issues

Letters

Treat Public Well

This is in reference to "Professionalism in Visitor Services," *Ranger*, Fall 1999, by Thomas M. Baker, Sleeping Bear Dunes.

I personally don't agree with the idea that visitor services should be listed within the Ranger Competencies, or be a "separate, essential, professional field."

Visitor services are already included within the major park umbrella of how we interact with our visitors. Our services should not be based on our job title. They should be based on the fact that we have the opportunity to meet some really interesting people who usually love our parks and want to know more about them.

One segment of the National Park Service is tourism, but we seem to forget that. We concentrate on buildings, programs for plants, animals, etc., and protecting our parks from the people. If we took time to remember that the people pay our salary, we might think twice about how we treat our public.

As an NPS employee, we should remember that we have the job many people dream about, we get paid for having fun and living in great places. Most of all, it should mean more to us than a paycheck or an adventure. It should mean that we have a chance to make a difference in how the public treats our environment. And we can do it with a smile, a program, or something as simple as holding a door open for someone.

I personally believe that visitor service starts with the individual employee and the standards he/she sets for himself as a person. Next I believe that it is the direct-line supervisor's job to ensure that the visitor's needs are being met in a friendly, courteous manner. This can be evaluated by observation, other rangers who may let a supervisor know when an employee is not functioning at his/her best, or through visitor surveys performed at contact stations or after an interpretive program. Finally, I believe that it takes a superintendent who approaches park management as "people based" and "tourism driven," and ensures that all employees parkwide (regardless of their job function) are trying to make all our visitors feel comfortable and welcome.

Our parks are our home and the people who visit them are our guests. They have been invited to visit their parks by their congressmen, community and all the people who deal with the tourism industry. We can't teach them appreciation if we don't ourselves appreciate them. We can't teach them preservation if we don't wish to give them time of day.

We are actors on a huge stage and everyone is watching us, waiting for us to falter. If we give them our best performance, they'll have nothing to complain about!

Thank you, Mr. Baker, for reminding us to always smile and do our best!

— Ellen Little, Denver Service Center



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Welcome (or Welcome Back) to the ANPR Family!

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ANPR Calendar

Ranger (Spring issue)	Jan. 31
deadline	Jan. 31
(Theme: "Image in the NPS")	
Rendezvous XXIII	March 14-18
	Knoxville, Tenn.

RANGER

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Winter 1999/2000

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.

ANPR's official address is P.O. Box 108, Larned, KS 67550-0108. Members receive *Ranger* as part of their membership dues. Consult the inside back cover for membership and subscription information.

Submissions

Prospective authors should contact the editor or editorial adviser before submitting articles. Editor, Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401, (303) 526-1380 or fordedit@aol.com. Editorial adviser, Ken Mabery, (505)287-4538 or maberyken@aol.com.

Deadlines

Spring issue Jan. 31
 Summer issue April 30
 Fall issue July 31
 Winter issue Nov. 15

Submit copy to editor in WordPerfect 7.0 (or earlier versions) or Microsoft Word format on computer diskette, or send to fordedit@aol.com.

Advertising

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

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President's Message

We just finished our second board meeting of the year on October 30 — by telephone! What an interesting way to do business. Several of us started out this conference call by accidentally being placed with a firm located in New York City. That was a hoot, trying to gracefully exit from that group and getting placed with our own! After a rough first 10 minutes or so, we were on our way. I started the meeting by informing everyone that seven out of 12 board members and officers have transferred to new opportunities over the last nine months. This has had a direct impact on the productivity levels coming from the Association. Getting settled into new jobs and homes takes first priority.

Has any work taken place in ANPR for that past nine months? You bet it has. Dedicated people continue to represent this Association. We have incredibly easy-to-read budget and tax documents, which our treasurer works hand in hand with our business manager to produce. Our editorial team continues to produce quality themes, while our members write extraordinary articles for our professional magazine. I receive regular updates on the International Ranger Federation and have been a part of the approval process to bring in two new associations to the IRF over the past few months. ANPR recently worked out an informal agreement with the National Park Foundation to receive possible corporate donations through approved endorsements. The "Lost! But Found . . . Safe and Sound" video has sold more than 500 of the originally printed 1,000 copies. Simple recruitment efforts are ongoing at regional conferences and training courses.

Ranger Rendezvous XXIV, in Knoxville, Tenn., is being tweaked and arranged. Even though our ANPR Actions section in *Ranger* has been silent for a few issues, work is still being accomplished. Perhaps it is more subtle than testifying on the Hill or making speeches at conferences, but still effective and important work.

More remains to be done. Are you interested in your coworkers' personal development, ANPR's long-term goals, or more efficiency in our organization? Would you like a chance to truly make a long-term difference?

Three board positions are up for election in January: Education and Training, Internal Communications and Strategic Planning. We need new energetic and committed volunteers to super charge the Association's work. If you can't run for a board position, you can contribute in other ways. Opportunities abound. Give me a call! □



Spreading the Word

ANPR Secretary Dawn O'Sickey visited with the Intake Trainee Class of 2001 late last summer at their orientation training at Albright Training Center. She discussed ANPR and presented the class members with their one-year complimentary memberships. This program was started with last year's class to initiate the Intakes into the NPS family and to foster good relationships with the up-and-comers of the NPS.

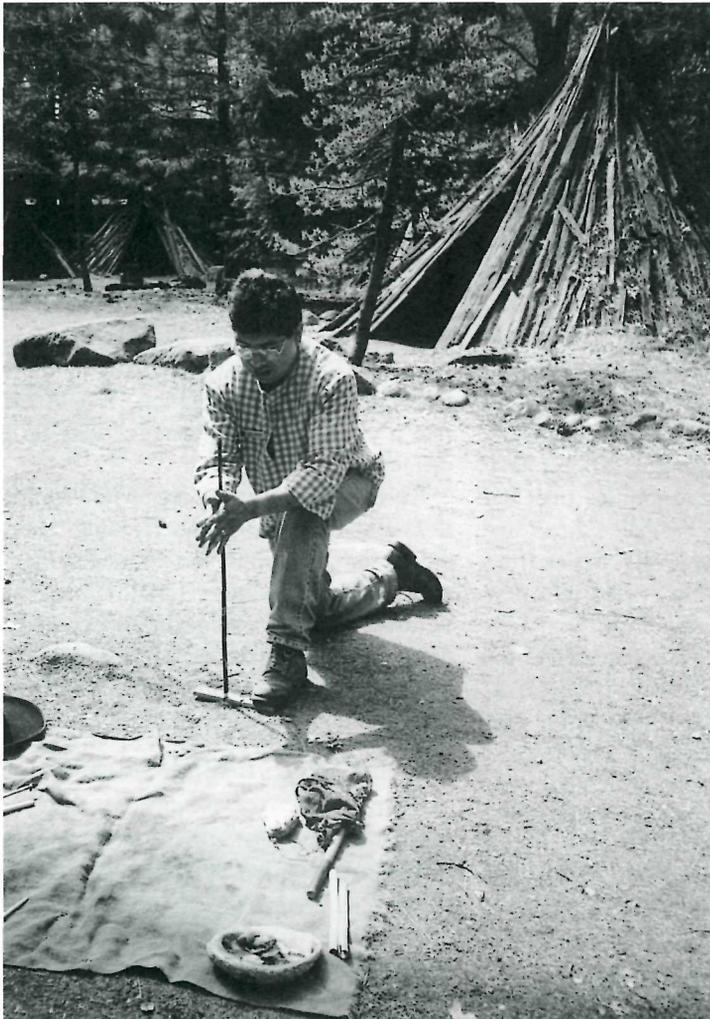
About one month later O'Sickey also spoke on behalf of ANPR with the Compass II class at Albright.

□ □ □

News Flash

ANPR's "LOST! . . . But Found" video has achieved finalist status in the 1999 New York Festival's film and video competition. The video is one of 1,214 entries from 43 countries. Finalists are eligible for a Gold, Silver or Bronze World Medal. Medal winners will be announced at the gala awards banquet Jan. 21 in the Broadway Ballroom of the New York Marriott Marquis.

Cover photos: *clockwise from upper left*, Ranger **Len Losalio** at Pu'uuhonua o Honaunau, Hawaii (photo by Teresa Ford); a ranger talks with park visitors gathered on the cabin porch at Jewel Cave (photo by Teresa Ford); seasonal ranger **Wendy Cannon** answers questions at the Paradise Visitor Center, Mount Rainier National Park (photo by Deanne Adams); and backpackers at Merced Lake High Sierra Camp with **Margaret Eissler**, ranger at Yosemite National Park (photo supplied by Joe Galliani).



Dwight Rettie

Phil Johnson volunteers as a cultural demonstrator at Yosemite Museum in Yosemite National Park.

Testing a Few Hypotheses

An 18,000-mile journey to
71 park sites in 26 states
helps to verify earlier
observations and conclusions

By Dwight F. Rettie

PERSPECTIVE

During more than six months of 1998 and about five months of 1999, my wife and I traveled from North Carolina to Alaska and back, visiting some 71 units of the National Park System along a circuitous route covering more than 18,000 miles and 26 states. One of my major purposes was to check out some of the conclusions and observations I had made in my book about the park system and explore some new topics that might lend themselves to another book. It was an interesting 11 months, albeit one that verified at least two of my worst fears. I will comment on them both in this article.

First, however, we need to acknowledge the remarkable hospitality and assistance that were offered to us at almost every park along the way. In many cases the park staffs with whom we talked and whose services we

enjoyed knew nothing about who I was or even that I was an NPS alumnus. Being “just another visitor” in the park was deliberate on our part, at least up until the point where I met with someone at the cooperating association’s desk in hopes of interesting them in carrying my book on their sales list. On those occasions I often ended up leaving copies of my book for their review and any anonymity I might have had was lost. On many occasions we met or tried to meet with the superintendent or acting.

My wife, Karen, and I typically spent at least half a day in a park, more often a full day, and at more than 30 of the parks we stayed in the park or nearby for several days and up to two weeks. We took ranger walks and talks when they were available, sometimes two and three times a day. We were

very seldom disappointed; most often our contacts were educational, fun and enriching. We made it a point to congratulate interpreters and rangers at the end of their programs, some of them getting to know us as we kept coming back for more.

We saw and were made aware of a host of problems: roads in dire need of routine maintenance or major rebuilding, employee housing in disrepair, exhibits outdated and looking faded or suffering the effects of weather or vandalism, and park staff who spoke openly about the effects of disappearing seasonal help.

We also saw optimism among newer staff who had only recently become full-time permanent employees, sometimes after several years of waiting and hoping. We also met some seasonals who were about to move on to something else because the elusive change to full-time permanent was nowhere in sight. We also met several seasonal staff

who said they did not intend to stay with the National Park Service as a career. When asked “Why?” the most frequent answer was “money,” and what seemed to be a general absence of long-term opportunity for advancement.

It is clear that the present budget caps are hurting, especially as they impact big money allocations for roads and other big ticket items. President Clinton will probably not have an opportunity to renegotiate the caps before the end of his term, but “them chickens is comin’ home to roost,” as each year the caps become more and more a squeeze. Whoever the president is in 2001 absolutely must renegotiate the budget assumptions, especially in these times of budget surpluses. There is a terrible irony that when the economy is running at historically high levels, the discretionary side of the federal budget is in a form of defacto decline.

So, what did we see that we found disturbing? We saw the continued evidence of what I call in my book the “crown jewels syndrome.” We heard park staffs at one park badmouthing other parks. We heard explanations of how “that park” gets all the money, or “that park” really shouldn’t even be in the national park system, or “that park” was actually taking money “we should have.” Or words and phrases to those effects, with a flavor or a dialect to underscore the sincerity of the statement.

It utterly amazes me how stratified the parks remain. Even with recent history suggesting there are powerful individuals and groups in Congress and elsewhere who would, if they could, reduce the size of the national park system by as much as half, too many Park Service professionals verbally share with visitors opinions that fail to recognize the need to protect *all* the sites in the system. People who believe this park or that could go away without harming the system must learn that when you add together all of the “little lists” of parks that “never will be missed,” there may be little left. Smaller sites, in particular, are very vulnerable, and especially smaller sites that have smaller visitation. Historic sites have a special vulnerability—and were the object of too many derogatory comments at natural area parks.

It was particularly of concern to hear evidence of the crown jewels syndrome from supervisory rangers and, on more than one

occasion, from a superintendent!

The second disappointment of significance came in the form of something we did *not* hear. During what was certainly more than a hundred (we were not counting) ranger talks and interpretive programs we attended,

“Every park, has its own charms and preserves something of great value for all time.”

it was rare to hear the speaker say anything at all about the *system* of which that park was a part. Few interpreters mentioned that “this park is one of 367 parks that make up our national park system, including . . .” Few interpreters acknowledged the diversity of places preserved by the system, and few encouraged the people to whom they were talking to visit other parks and experience other or similar resources. A few did, and it made their message stand out even more.

One of the themes I stressed in my book was the notion that there is yet too little that binds the separate units of the national park system into a true *system* of parks. Recent steps to decentralize various decisions and actions to the park level have reinforced long-standing tendencies within the Service to treat each park as if it stands alone. The truth that each park contains unique resources not duplicated anywhere else has driven policies and practices that reinforce idiosyncratic administration and differences in management style. The public has a right to expect the resources repre-

sented in the parks will be administered according to shared standards and common practices. Comparisons of almost anything and everything are shunned in the name of decentralization, though often without anything so explicit as a theory of administration to warrant it.

Clearly, the Service is paying a heavy price for the shift made over the last decade to convert seasonal and part-time staff to full-time permanent. There are, in fact, fewer rangers to make their presence felt to the average visitor in the field. We witnessed terrible examples of visitors walking on historic walls, picking up artifacts, and digging up flowers. It happened in major part because no uniformed person was anywhere in sight, sometimes for hours. We saw visitor centers manned by a single person who was also responsible for the book sales counter. We traveled literally hundreds of miles of park roads during daylight and never saw a ranger cruiser.

We found volunteers doing extraordinary work, ranging from managing campgrounds day to day, to giving full-scale interpretive programs that were absolutely first class in substance and presentation.

We also saw exhibits and displays that were almost embarrassments because they were old, decrepit and far beyond the years of their effectiveness. A few of the worst would be better taken down.

Every time we entered a park, we went first to the visitor center to see if there was an orientation or other introduction to the



The author tapes his impressions of the ruins at Wupatki National Monument in Arizona in May 1999.

Dwight Riethe

park, in addition to the park brochure usually handed out at the entrance gate. Most parks did have a slide show or movie (often old) to tell visitors something about the park. However, very few parks actually made any effort to *orient* the visitor about how to see the park and where to look for various features, exhibits or other attractions, whether it could be reached by walking, where to park, and other data needed to see and experience things. It was typically possible to get such information from a ranger behind the information desk, but many people would not know to ask, or if they did, the staff behind the counter would be rapidly overwhelmed by individual inquiries. The purpose of orientation slide shows and movies should be to tell the visitor as much *how* to enjoy the park as well as inform them about the substance of the park's resources. At least, we think so.

We found seasonal staff who confessed they couldn't answer even simple questions about the park in which they worked, because, they said, they were put to work without any special training. We traveled in the early spring and summer and perhaps the training was to come later. In the meantime, inquiring visitors would be disappointed and even embarrassed by park staff who could not answer their questions.

We saw numerous examples of "partnerships" and private enterprise in the parks. I am someone who wishes such intrusions in the parks were neither necessary nor so extensive. But I cannot say it is being handled without care and concern for appearances, because as skeptical and potentially critical as I might be, I was only rarely put off by signs and other evidences of such activities. We made it known to the superintendents of a couple of parks where signs were unreasonably intrusive in our opinion.

We saw evidence that the "experiment" with fee collections is working with obvious success. Often visitors were told or shown specific projects financed through fee collections. The response was uniformly supportive. Entrance gates and kiosks were typically occupied, at least during normal business hours. Too often, however, there were daylight hours when fees were not



The Retties traveled for two years by motorhome, towing a car. They hit snow in Yellowstone in early July 1998.

Dwight Rettie

collected — a practice that is quickly understood by people traveling in campers and motorhomes, who take advantage of such lapses by arriving late and leaving early. In our view, if a park is part of the fee program, it ought to collect those fees at least during all the daylight hours and even if the fees collected may not cover the costs of having someone there to collect them. There are important principles involved in collecting fees, rates of return notwithstanding. Fees collected regularly become more widely accepted and expected. Fees collected regularly project an element of fairness toward all visitors. Fees collected regularly demonstrate the orderly conduct of the public's business. Wider use of hosts in parks with non-concession campgrounds, with authority to collect fees, may be useful.

We traveled these two years by motorhome, towing a car. Visiting parks by motorhome is clearly unwelcome in many parks, perhaps a majority of parks. Few parks have campgrounds and other facilities specifically designed to accommodate motorhomes. Even visitor center parking

Dwight Rettie retired from WASO in 1986. He now teaches in the Department of Political Science at East Carolina University, Greenville, N.C. He is the author of "Our National Park System: Caring for America's Greatest Natural and Historic Treasures," (Urbana: University of Illinois Press, 1995.)

lots seldom have spaces to handle motorhomes; and even fewer have spaces for them marked on the pavement. A few have room for buses (and we saw them full often.) Only a few parks have signs to warn motorhomes or towed vehicles when there is no drive-through exit or turnaround. Sometimes we inadvertently caused tie ups and traffic jams with no way out!

Superintendents and others are quick to point out that many campgrounds were built long before motorhomes and campers were as popular as they are today. Some say such facilities are inappropriate in national park system areas. Others argue that efforts to upgrade NPS facilities to handle campers and motorhomes draws instant objection from private sector interests who see it as unfair competition. More than

once we were told that the Park Service has no obligation to provide campgrounds and facilities for motorhomes, even if they are typically occupied by older people for whom tent camping is not a realistic option. "They should have visited the parks when they were younger," we were told.

Though anything I may say on the subject can be dismissed as merely self-serving, I found such hostile commentary insensitive and needlessly off-putting. In the years ahead the proportion of visitors to the parks that are over 65 is going to grow rapidly, especially when the baby boomers begin to retire. Many of them will drive motorhomes and travel with trailers being towed by SUVs because it has been part of their lifestyle for many years.

We noticed that several U.S. Forest Service campgrounds and those developed by the Bureau of Land Management and Corps of Army Engineers were motorhome-friendly. Also many state, county and special district campgrounds were clearly built with motorized camping in mind. True, many of them were much newer than those in the parks. But even some of the newer ones in the parks were not as adapted to motorhomes as those by some of the other federal land managing bureaus.

Changes that would make a big difference to the motorhome, camper and trailer

(continued on page 15)

Taking Our National Parks into the Next Century

By John J. Reynolds
Pacific West Office

This country's national parks have been called the "best idea America ever had." They have been copied worldwide. Yet in 50 years they may be an anachronism, a nice remnant of the past. They are the touchstones of this country's history and bountiful geography. Our country is in a crisis and it scares me.

Why? Because we may not have adjusted to our changing social environments quickly enough. The National Park Service should reflect the faces of this nation through not only great landscapes but also the peoples nation through cultural and historic resources, which reflect the geographic, gender and cultural differences and opportunities that the full diversity of our peoples have brought to create this nations bounty.

The National Park Service was charged in 1916 by Congress "...to conserve the scenery and the natural and historic objects and the wild life therein to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." What does this mean and how does our nations diversity relate to it?

Let's just look for a moment close to my home. The Pacific West Region of the National Park Service stretches 106° around the globe from the shores of the Marianna and Hawaiian islands, including Saipan and Guam, through the western continental United States and from Mexico's border to Canada. The sites within this region are mandated by Congress and acknowledge the contributions of nationally significant individuals ranging from sculptors, writers, performers, politicians, statesmen, bankers and contributors to many aspects of our society. Natural and environmental diversity is reflected through the beauty and natural ecosystems of parks like Yosemite National Park in California and Olympic National Park in Washington, and through recreation areas like Golden Gate National Recreation Area and Whiskeytown National Recreation Area, both in California.

Our rich history, the trials and tribulations of the creation of this country are

PERSPECTIVE

reflected throughout this region. This history is being interpreted at sites in California by preserving Manzanar, the Japanese American Internment Camp in, and at the 200-year-old Presidio of San Francisco. The idea "... that individuals and nations can resolve their differences peaceably" is represented by the San Juan Island National Historic Park in Washington.

American diversity is reflected through the stories told by interpreters, researched by park historians, anthropologists and archaeologists including; American Indians, Pacific Islanders, Alaska Natives, African Americans, Spanish pioneers, and European and Asian emigrants who were integral to the development of our country. The most fascinating aspect of cultural diversity and the interpretation of cultural history is that it changes and develops as historians uncover more stories and examples of the dynamics that created this country.

The Underground Railroad, a social network that assisted and supported the escape of African American slaves to freedom existed primarily on the East Coast. However, there is history that suggests that African Americans pursued their quest for freedom, the American dream, actively protested slavery from California in the 1850s and 1860s. This is history that the NPS is committed to reflecting through a nationwide Underground Railroad initiative and by linking the places and stories of escaped slaves, underground railroad fugitives, abolitionists, activists, free African Americans and freed African Americans in their quest for a piece of the American opportunity together in ways millions of Americans can learn about this part of our history.

Another example of our reflection of cultural diversity is the historic Juan Bautista de Anza Trail, which passes from Mexico through Arizona to San Francisco, Calif. Trails like these require coordination and cooperation from diverse communities. The existing trail passes through communities with large economic disparity, cultural differences, and many naturally diverse environments including urban centers and wil-

derness areas. The stories surrounding the recent dedication of this trail are just beginning to unfold.

We need to connect more broadly and deeply with all Americans regarding the importance of our parks. We need to agree on a common definition of what the National Park Service is that will continue our proud heritage and will serve us for the next one hundred years. To effect change we must increase our effort to all communities by creating new learning opportunities, providing equal opportunity for all people to enjoy our nations parks, by renewing our commitment to interpreting and protecting all of our national treasures both discovered and undiscovered.

I challenge each and every one of you to effect change as the National Park Service enters a new century! My employees at all levels are challenged to share the values our American heritage gives us with all communities. It is a challenge that we welcome, because it is a reflection of the mission that we work to protect and uphold everyday. □

John J. Reynolds joined the National Park Service as a seasonal summer ranger at Yellowstone National Park in 1961. His 37-year career has taken him all over the country. Currently he works in San Francisco as the regional director for the Pacific West Region. For a full biography, check out www.nps.gov/pwro.

Like Mother, Like Daughter

By Evelyn and Regina Klein



Regina Klein, left, and her mother, Evelyn Klein, are perhaps the only mother-daughter law enforcement duo in the National Park Service.

There are several wonderful National Park Service families — the Cooks, the Davises, the Ditmansons and many more. What seems to be less common are the mother-daughter teams. Evelyn and Regina Klein are among the first mother-daughter protection rangers in the National Park Service. What compelled them both to join a nontraditional field for women? Each takes her turn at writing this article.

Evelyn Klein

In June 1970 I began my NPS career at Lyndon B. Johnson National Historic Site as a GS-2 park guide. The site had just been designated the previous December. Prior to that I worked at President Johnson's recon-

structed Birthplace and Boyhood Home as a part-time volunteer, just as many other Johnson neighbors. I thoroughly enjoyed the work and when I learned the sites had been added to the National Park Service, there was no doubt that I wanted to apply for a paid position. I was pleased at the end of that first summer season to qualify for a temporary park technician position and then to garner a permanent position the following September.

Late in 1972 the Johnsons began discussions with the Park Service about donating the Texas White House and 201 acres of the ranch. They asked to maintain a life estate in the ranch house and that the ranch be maintained as a living history area. Plans were soon un-

der way for bus tours that would allow the public onto the LBJ Ranch for the first time. However, in January 1973 President Johnson passed away. Visitation increased tremendously. To handle the impact, emergency-hiring authority was sought to boost staffing numbers, GSA motor pool buses were pressed into service to provide a shuttle service, soon followed by full tours of the ranch.

Under these circumstances I found myself joining the ranks of the bus driver/interpreters. Some of you may recall (if you had attained cognitive age) that in the early '70s the number of females driving school type buses or tandem buses were considerably fewer than today. As a result, my tour dialogue would often begin with a visitor (won't say from which gender) question of,

"Do you have a license to drive this thing?" I soon found several tactful methods to inform the questioner that they were welcome to see any of my three drivers' licenses, my defensive driver instructor certification or my government drivers' license examiner certification. This would allow me to get to the job at hand — helping our visitors learn the Johnson story and possibly even enjoy and appreciate the beauty of the Texas Hill Country.

As the years seemed to fly by my career took yet another turn when park management strongly urged me to get a law enforcement commission. After all, I lived about five minutes from the park and was already responding to fire alarm calls. (Someone must have noticed I was still getting some uninterrupted nights of sleep.) After serious consideration, I agreed and was soon accepted to FLETC. Again, the female representation in the class was small (four out of 16). In fact there were a few in our midst who didn't think females should be in protection work at all. However, with the support of my family, co-workers and some FLETC instructors who thought we were indeed capable and able, I was proud to graduate and earn my commission.

Do I regret making the career choices I did? Yes, I must admit there have been moments, well possibly even days, when I did. However, I quickly recall that over the past 29 years I have experienced LBJ as a new park and as a growing and changing park. As a result, many opportunities and challenges were opened to me and the regrets melt away.

During the early days of the infant park with a handful of staff we each wore many hats, including that of interpreter, researcher, custodian, conservator, gardener and naturalist, to name a few. During the growth years of the park, I was able to develop knowledge and skills as a bus driver/interpreter, wildland and structural fire fighter, emergency medical technician, audio technician, protection and law enforcement officer, accessibility coordinator and safety officer. As the numerous staffing changes occurred over the years I have served in a number of acting assignments and under a wide variety of management styles. And, there have been the numerous barbecues that this park seems to be noted for. Obviously each employee has been called upon

to play an active role to handle all the details involved in making a barbecue a success. After all, we have a LBJ Ranch tradition of hospitality to uphold. And who of us would want anything less for each of the directors of the Park Service as well as many other dignitaries who have been hosted here.

In protection, I've had the opportunity to experience other park areas through SET assignments and other details. I've enjoyed assignments at Padre Island NS, Independence NHP, Grand Canyon, Lake Meredith NRA and San Antonio Missions NHP. It's been rewarding to work protection for the visit of the King and Queen of Spain; the visit of First Lady Barbara Bush, and be one of two rangers assigned the protection of George Strait during his benefit performance. As you might guess, these assignments all provided an excellent diversity of experience.

However, there is of course an important part of the career decision-making team I haven't mentioned. That's my husband, Clarence, who until his recent retirement, served as a park ranger with Texas Parks and Wildlife at Lyndon B. Johnson State Historical Park. Over the years we talked about career options. On the one hand realizing the advantages of being mobile, and on the other hand considering the challenges of remaining in our respective parks continuing to grow in knowledge and skills and making positive contributions. Obviously the mobility options were limited — not enough NPS areas in reasonable proximity to Texas parks or remotely having the skill needs the two of us had to offer. Our solution was a pact of "we *can* make this work and work well." And we both agree we have achieved that well.

Then there was a third member of the family with a career dilemma. (You will get her view directly.) As I recall she was a high school junior and deeply concerned when she said, "Mom, I don't know what I want to be." I tried to reassure her with little success. I did encourage her to apply for a YCC position at the park. At least it would keep her productively occupied for the summer. After approximately two weeks learning and practicing interpretation, Regina came home and said, "Mom, I know what I want to be." When I asked about her choice, she replied, "A park ranger." I was surprised. I was remembering the sad face of her or her

"Throughout these years I was hopeful that she would indeed continue to pursue a park ranger career, but more importantly, I wanted her to choose the career she felt best suited her."

brother as either Clarence or I had to make apologies for not being able to attend an important event at school or church because our work schedules wouldn't permit it. I remembered birthdays or holidays that were celebrated "when mom and dad both had off" and not necessarily on the correct date. I voiced these concerns to Regina. She seemed to brush these concerns aside. (And I thought we had been unduly depriving our children.) My next thought was, "Her choice may change many times by the time of college graduation." Regina continued through high school academics and sports activities with her usual dedication and enthusiasm, earning both academic honors and regional and state team recognition in track and basketball. Each year as summer approached, Regina again sought advice on getting seasonal job experience that would help her become a park ranger. This led her to the choices she made. As college time approached, Regina again asked questions, explored the options and the pros and cons. Among them was still her strong interest in sports, especially basketball. Throughout these years I was hopeful that she would indeed continue to pursue a park ranger career, but more importantly, I wanted her to choose the career she felt best suited her. As Regina moved closer to earning her bachelor's degree, NPS career opportunities seemed to be dwindling. I was concerned she might well face years of career uncertainty. Graduation day arrived and we, her parents, joined her

in great pride and excitement. And as she quickly got her first offer of a permanent position with NPS, I breathed a huge sigh of relief. I had indeed helped her ferret out information and options in education and career paths. However, it was Regina who made the choices and decisions and pursued them with her characteristic dedication and determination that led her to a "foot in the door" of NPS.

In some respects it is difficult to imagine that Regina is already a 10-year veteran of NPS. Though her career has thus far taken her to Missouri, east Texas (approximately five hours from home), and currently Mississippi, she stays in regular contact with family, to the extent that schedules and circumstances allow. Frequently, I have been asked, "How did you feel when Regina told you she wanted to get her law enforcement commission?" My initial reaction (as a mom) was that of concern for her safety and well being. But immediately it occurred to me that I could not advise against going into protection work since that had been my primary field for the prior six years. Regina assured the family she had given thorough consideration to the factors involved. And certainly her work since that time has borne this out. Whether its been a lengthy high-speed pursuit that ended safely and successfully (for Regina), a case involving long hours of surveillance under adverse conditions, or winning the confidence and trust of park neighbors — each time I have felt a strong sense of pride in the manner in which she performed her work. And obviously I'm aware of only a small fraction of the work



Evelyn Klein lays a wreath at President Johnson's grave at LBJ National Historical Park.

she accomplished. She has also shared a few of her learning experiences and certainly we must all endure those and hopefully grow because of them.

I've been asked, "What do you two talk about when you get together?" I suspect that our topic lines are similar to any other NPS'ers and their offspring. Mostly we are catching up on what each of us has been doing, the latest family news, back home news, probably sharing a joke and a wide array of other subject matter. Since Regina has recently joined the ranks of homeowner and the recent purchase is not as pleasingly appointed as it could be, you can probably guess the latest topic.

Do we talk shop? Occasionally we do share, as any NPS cohorts do. A typical discussion might include, "Have you heard the latest out of WASO"; "I'm getting the training I really wanted"; "I talked to ranger so and so and she said to tell you hi"; or "I've found this neat resource; thought you might be interested, too."

Sometimes when we're talking shop and discussing a new phase of Regina's career, I reflect on my own career. I've had many wonderful experiences and many opportunities to make a difference. I'm proud of what I've accomplished and the job I've done. I hope as Regina progresses through her career that she has opportunities to feel the same pride and sense of accomplishment that I have had.



Regina Klein stands at the front gate of Harry S Truman Home, Independence, Mo.

Regina Klein

Like lots of high school kids, I was panicking at the prospect of graduating and not knowing what I wanted to do with the rest of my life. During this life crisis, Mom came home from work with an application and sales pitch for the Youth Conservation Corps. It sounded like a much better deal than another summer in the local grocery store, so I applied. I was accepted and as luck would have it, LBJ was again short handed, so a couple of us YCCers were chosen to work interpretation instead of trail maintenance. I spent my summer giving tours of the LBJ Boyhood Home and working in the tiny visitor center. I loved it! I decided within a couple of weeks that this is what I wanted to do. For some reason Mom and Dad weren't as overjoyed with my choice as I thought they would be. I'm trying to follow in their footsteps and they're trying to talk me out of it. They're pointing out the long hours, nights and weekends worked and missed holidays with the family. As if I forgot the frozen turkey potpie Dad tried to pass off as Thanksgiving dinner one year Mom had to work. Actually, after that initial "share all the gory details" discussion, Mom and Dad have been the picture of parental support.

As I see it, the greatest advantage to having a parent in the Park Service is the advice. I didn't have to rely on the good-intentioned advice of a friend who happened onto the magic formula for getting a seasonal job. I had at my disposal an experienced veteran who could offer advice without sugarcoating or wording it in such a way as to cover the posterior. It was Mom who suggested my college major (recreation and parks management). It was Mom who suggested I apply to the small parks if I wanted to get a seasonal job (Harry S Truman NHS). It was Mom who suggested I not marry a park ranger, because they didn't make enough money (this attitude is quickly adjusting with the advent of Ranger Careers and an aging daughter).

I went to Texas A&M University and got a degree in recreation and parks management. I worked seasonal park jobs through college at Inks Lake State Park and Harry S Truman NHS. Proving the "right place, right time" theory true, I got a permanent GS-4 furlough job at Truman as I was graduating from A&M. I confess that I stood in front of a mirror and admired myself in my first

permanent uniform and couldn't wait for the family portrait with my ranger Mom and Dad. I got my big promotion to GS-5 while at Truman, which included law enforcement. While attending FLETC, I really began to realize how unusual a mother/daughter combo in the Park Service was. "Park brats" were common, but a daughter whose Mom went through FLETC seemed unprecedented. Of course, I realized it for what it was, more of an accomplishment of my mother's than mine.

Since starting with the Park Service, I've thought it would be neat to work with Mom in the same park or even on an assignment. But, as Mom's retirement looms (which she gleefully points out regularly) it would seem the closest we've come is having worked in the same state (Texas: Lyndon B. Johnson and Big Thicket) and going to law enforcement refresher together. It was a surreal experience sitting in a room with my Mom spouting prophetic on professional issues. It was probably a good thing that we didn't work in the same park. I need my Mom more than I need another co-worker (not that you all aren't great!). I've also realized that what Mom doesn't know about some of my enforcement contacts won't worry her. You can edit what goes in the Morning Report. You can't edit the park grapevine.

Unlike some other "green-bloods" or "park brats," I didn't grow up in different parks knowing that this is what I wanted to do. Mom and Dad spent their entire careers in their respective parks — Mom in LBJ National Historical Park and Dad in LBJ State Historical Park. They were among the folks who were the backbones of their parks, the ones who knew how things were done, where everything was, the myriad ways things were tried and failed before. No one is prouder of having worked for the National Park Service than my Mother and no one works harder for the Service than she does. This is the greatest gift my Mom gave my career — an excellent example. I'm proud to follow in her footsteps. □

Evelyn Klein currently is the law enforcement specialist at Lyndon B. Johnson NHP. Regina Klein is a district ranger at Natchez Trace Parkway.

Seasonal Ranging

By Dennis Young
Yellowstone

One of the best jobs around is that of seasonal ranger for the National Park Service. How many times have you heard supervisors and managers say that their days as a seasonal ranger were some of the best in their careers? Yet, as we enter the next century, obtaining a job in the NPS may become more difficult and less predictable. At the same time parks may experience similar difficulties in finding enough qualified candidates to fill positions.

Seasonal ranger positions in interpretation and visitor protection have existed from the beginning of the Park Service. Seasonal employees were needed to perform many of the jobs that could only be performed during decent weather. The first national parks were established in areas where winters were harsh. During the off-season park operations were left to a few permanent employees who maintained facilities and provided occasional patrols.

This slowly changed, but not significantly until the 1970s, when newly established parks were created in more temperate areas of the country. Parks such as Gateway NRA, Indiana Dunes and Point Reyes National Seashore were created not only near large population centers, but in areas where weather was conducive for year-round visitation. Demands for environmental education services from local schools, community outreach programs, and visitor and resource protection needs dictated that employees provide year-round services.

At first seasonal personnel were hired for summer or winter seasonal positions. Soon it was realized that having to hire and train employees twice a year, plus the loss of experienced employees to other agencies and parks, was not efficient personnel and position management. More permanent positions were created, some being subject-to-furlough positions, to match visitor use patterns and park needs.

Even in parks that were traditionally summer parks, such as Yellowstone, seasons were becoming stretched by the increasing popularity of outdoor recreation and increased leisure time afforded by the general

population. Instead of a concentrated visitation period during June, July and August, the public was finding that May, September and October were also suitable months to visit parks because facilities weren't as crowded. Winter use recreation also gained popularity during this period. Traditional seasonal employees, such as students and teachers, were slowly being replaced with employees who could extend into these other seasons.

Meanwhile, training and competency demands of seasonal employees increased. Seasonal employees working in visitor protection were asked to train and obtain skills in emergency medicine, wildland fire, structural fire, law enforcement and SAR. Potential employees were requested to obtain basic law enforcement training and first aid training at their own expense and time before even being considered for employment. Competition among applicants drove training and skills to new heights. This was good news for the agency, but not so good for potential applicants who found it necessary to fund the training with no guarantee of employment.

As more parks became established and existing parks experienced heavier workloads, demand for the number of both seasonal and permanent employees increased servicewide. Budgets were strained, yet managers could not ignore the need to maintain a staffing level to support operations. Schools providing Park Service approved seasonal law enforcement programs sprung up across the nation. The most popular schools offered multiple classes throughout the year. Many of these classes filled quickly and included waiting lists.

Supervisors during this period were inundated with qualified applicants and had the pick of the crop. Many people applied for seasonal positions, even without a clear career ladder. There was a glut of talent waiting to work for the Park Service.

On the other hand, with a limited number of permanent positions available, many experienced seasonal employees began looking at other federal agencies for employment. Retention of seasonal and even per-

manent employees declined.

Managers did attempt to create more positions in the ranger fields, but were faced with increasing personnel costs. In 1986 changes in the retirement system resulted with the implementation of FERS. The cost of park contributions for benefits skyrocketed from 7-9 percent of an employee's salary for CSRS employees to up to 39 percent for FERS employees.

Converting winter and summer seasonal positions to a limited-year, subject-to-furlough position would require an increased expenditure of funds. Positions were slowly converted as parks were able to budget for those positions. As conversions took place, the number of seasonal positions decreased. Reaction to this could be seen in the decline in the number of law enforcement academies still conducting seasonal training. There were also fewer classes offered. Some of the academies have changed their curriculum so that completion of their program would qualify students for ranger positions with state and local parks.

The declines in number of students and the number of seasonal positions, and demand for more highly qualified individuals, resulted in fewer applicants. Many parks depleted their seasonal registers before hiring was completed. Visitor protection registers were extremely vulnerable to this.

Ranger Careers which addressed seasonal concerns in terms of law enforcement pay and grade advancement has improved working conditions for seasonal employees. It is unknown how much of an impact this will have on the seasonal ranger workforce because many jobs simply no longer exist.

The Seasonal Employment Program Office, WASO, last year received about 10,000 applications. When I inquired no information was available as to the breakdown of applications for each job classification, such as VUA's and resource management, nor information on the decline in the number of seasonal positions servicewide during the last decade.

Internet access, and the ability to apply for four parks instead of two, will increase the number of applicants. Or will it? Allowing an applicant to apply to four parks makes an individual available to four parks. But there is still only one applicant. With

(continued on page 15)

Mentoring in the Midwest

The Developmental Superintendent

By Andy Banta, Lisa Eckert and Noel Poe

The Midwest Region started a developmental program for new superintendents in 1996 with these premises:

- ▶ Provide an environment for the development of management skills in new superintendents.
- ▶ Involve GS-12 superintendent positions that have close ties to, or are in close proximity to a larger park.
- ▶ Have the superintendent of the larger park supervise the GS-12 Superintendent, and help prepare the new manager for “the real world,” or a more complex superintendent position.

The developmental positions are advertised as GS-025-12/13. After successfully completing the developmental assignment, the GS-12 superintendent is eligible to promote non-competitively to a GS-13 superintendent position at another park, within the region. Initially, the assignments were to last two years, but later assignments have been planned to last three years.

The first two positions were filled at Fort Union Trading Post NHS and Perry’s Victory and International Peace Memorial in May and June of 1997. The superintendent at Theodore Roosevelt NP supervises the Fort Union superintendent (North Dakota) and the Cuyahoga Valley NRA superintendent supervises the Perry’s Victory superintendent (Ohio). Additional developmental assignments were established at George Rogers Clark NHS, supervised by Lincoln Boyhood NM; Knife River Indian Villages NHS, supervised by Theodore Roosevelt NP; and Ulysses S. Grant NHS, supervised by Jefferson National Expansion Memorial.

The Midwest regional director agreed to provide up to \$2,000 annually for each de-

velopmental superintendent to be used for specialized training. With this assistance, the developmental managers can select training programs that normally may not be available to a person at a small park with limited travel dollars. For example, in 1999, the Fort Union superintendent attended the two-week Public Policy Institute in Washington, D.C.

Two and a half years into the program, most participants consider it a huge success and a productive way to transition into a superintendent position. At least one new superintendent indicated that the developmental aspect of the program was key to her in applying for the job. Of the original pair of superintendents, one has recently accepted a GS-13 superintendent position at Effigy Mounds National Monument and the other has opted to remain in his current park for the short term in order to complete projects.

Challenges do face the Midwest Region’s program. One is local community response and trust. The developmental parks are near

smaller communities whose inhabitants have close ties to the park. With this program, the NPS has been accused of having a “revolving door superintendent.” There is the fear that just as the park and community begin to effectively work together, the superintendent transfers.

Another challenge is to have a vacancy that is a good fit for the developmental superintendent and the region, when the developmental assignment is over. Finally, while the Merit Promotion System does allow any GS-12 employee to compete for a GS-13 position after one year, the region asks the employee to successfully complete the program before being non-competitively promoted to a GS-13 manager.

This program was conceived by Deb Brower, the former Midwest Region’s associate director for human resources (and now the administrative officer at Yosemite). Dave Given, deputy regional director for the Midwest Region states that once a week he receives a call inquiring about the program. While the overall success of the program can only be measured over time, and there may be further refinement, the current participants feel positive toward its results. To learn more specifics about the developmental program, contact the contributors to this article or other superintendent trainees Phyllis Ewing (EFMO), Dale Phillips (GERO), or Randy Wester (ULSG). □

Being a superintendent can be scary

By Lisa Eckert

“Hey, Andy, why do we do all the driving and Noel always sits in the back seat?” I ask Andy Banta as the three of us travel from North Dakota to the Twin Cities in Noel Poe’s Crown Vic for a safety leadership seminar this past July.

I am feeling fairly new to the Midwest Region and to my job as superintendent at Knife River Indian Villages NHS. I had known Andy, superintendent at Fort Union Trading Post NHS, from a Rocky Mountain Region’s special event team (we both kept Sturgis motorcyclists at bay and guarded President Bush on special assignment to Mount Rushmore in

1990-91). When Noel, the superintendent at Theodore Roosevelt, was checking my references, I was checking his (and had called Andy)!

I had applied for the Knife River superintendency because of the way it was advertised — as a developmental trainee. I have an unwritten rule that an employee has 12 months in a new job to say they are “still new” or “practicing.” This announcement made that edict formal; I could practice (like having training wheels on a bicycle)! My dabbling ranger career (interpretation, law enforcement, rescue) was definitely omniverous with a little administration and resource management thrown in for spice; I

What is a Mentor and Why?

By Andy Banta

I recently attended a training session on mentoring. When asked to share mentoring experiences, half the class gushed over their positive mentoring experiences and the other half looked around and asked, "What is mentoring?"

Mentoring is described as a sustained relationship between two persons or one person and a group. Through continued involvement, the mentor offers support, guidance and assistance as the protégé encounters new challenges. Mentoring can have a significant beneficial effect on the life and style of a new employee. A well-chosen mentor will be one who offers knowledge, insight, perspective and experience that is especially useful to the employee. Mentors are typically senior or experienced leaders who advise and guide protégés along their professional journey.

Mentoring has been used within the NPS in both official and unofficial capacities. It is the consensus of ANPR that mentoring is a valuable tool to develop employees and should be utilized whenever possible (and ANPR has a committee devoted to mentoring). As the workforce is renewed with new employees and new ideas, it is critical to use mentoring as a tool to enhance the skills and experiences of the new staff. Through mentoring, institutional knowledge can be shared, yet the new employee can also meld in new ideas and ways of doing business.

thought a decent prerequisite. But as I told Noel once, being a superintendent can be scary; there's a ton of responsibility!

Now that I've been in this position close to a year now; I feel a world of difference in the knowledge, experience and confidence I've gained primarily due to Noel's and Andy's insights. I can even say the "S" word without stuttering when I introduce myself.

That's where these road trips come in. Okay, Noel, you can sit in the back seat with the cell phone and laptop. Andy and I will dictate to you . . . But only as long as you continue to type at five words per minute so that we can verbally digress at 300 words per minute. □

Here are two real-life examples:

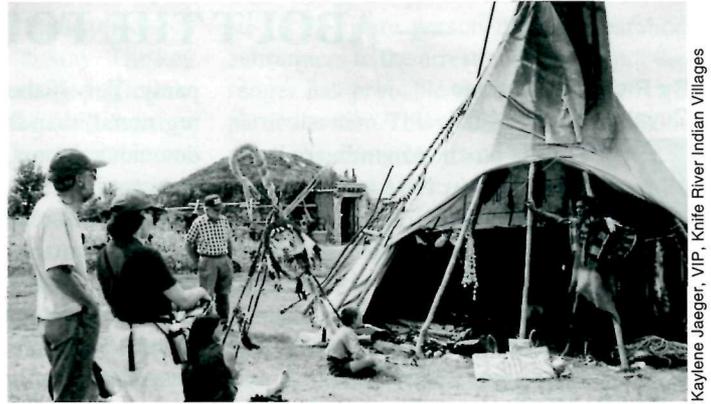
Early on in my assignment at Fort Union Trading Post NHS, Noel Poe, my supervisor (superintendent at Theodore Roosevelt NP) and I met to develop an individual developmental plan and a strategy to reach our goals. Phone calls were common for the first few months as I charted my course through this new experience. My thoughts as I drove to work the first few months were, "I am really in over my head." It was nice to have a nearby supervisor to support me.

Although technically a supervisor and thus not a mentor, my relationship with Noel has been a hybrid of the two at least by definition. In discussing problems and strategies for finding solutions, I have been free to make the decision I felt was best, but I also had the benefit of seeing a bigger picture than I otherwise would have because of the additional information Noel provided me.

Lisa Eckert became the superintendent at Knife River Indian Villages NHS in January of 1999. Our North Dakota network grew as Lisa, Noel and I worked on common issues and discussed individual situations. Lisa and I function as peers, although I often use her experience as I would a mentor's. There can be a fine line of distinction between a supervisor, mentor and peer.

Compare my situation with that of my wife, Mary. She also recently started in a management position as a new clinic manager after a year as the laboratory manager. Her employment is similar in that she holds a management position and her supervisor is more than 100 miles away.

Our situations differ from there. Mary has all the responsibilities of the clinic operation, but receives little direction or feedback from senior management. Mary characterizes her position as one with all the responsibility and little of the authority. Her supervisor recognizes her lack of experience as a manager, yet does little to assist her in the challenges of the work. She is ex-



Visitors watch an interpretive program at Knife River Indian Villages NHS in North Dakota.

Kaylene Jaeger, VIP, Knife River Indian Villages

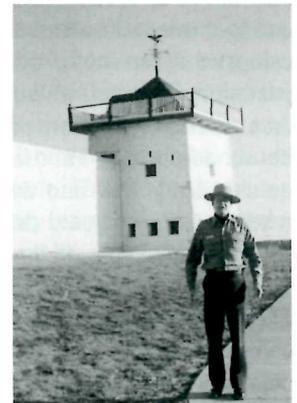
pected to "just manage things." Performance appraisals are routinely postponed.

Mary could better deal with the unknowns and poor supervision if she had a mentor to help her wade through the morass of managing a medical facility. Through a mentor's guidance the development of her skills would benefit the clinic and the organization.

Determining what priority to place on a given situation or problem is a skill learned through experience, or by using a shortcut with a mentor. A mentor can explain the unseen history, the hidden background information, help put relative weights on differing pieces of information and help the protégé find the logical avenue to a solution.

Facilitating mentoring relationships for all employees is a worthwhile endeavor, it creates win-win situations, and it helps develop a workforce better prepared for the future. Lisa's and my report card for this Midwest mentor program is an A+. Like so many national park areas, this program was

established through someone's vision, foresight and follow through. It is extra work for our supervisor and the region, but we are appreciative of this investment in the future of parks and their managers. □



Andy Banta at Fort Union Trading Post NHS.

Everything a Park Ranger Needs To Know

— ABOUT THE FOURTH AMENDMENT —

By Richard Larrabee
Cuyahoga Valley NRA

The Fourth Amendment was adopted in 1791 as part of the original Bill of Rights and is broken down into two distinct clauses: a Warrant Clause and a Reasonableness Clause. When a Fourth Amendment exception to the warrant requirement is relied upon, the arrest, or search and seizure, will be exclusively adjudged under the Reasonableness Clause.

In order for an individual to invoke the protection of the Fourth Amendment, a "search and seizure" must have taken place. Moreover, the search and seizure must have been executed by a government entity. This beckons the question: What constitutes a search and seizure? The United States Supreme Court set the standard for defining a search and seizure as taking place when one's *reasonable expectation of privacy* has been breached. This standard is to be determined subjectively. In other words, in each case the court must decide whether the interest that is being impinged upon is one in which society would reasonably expect privacy. Conversely, this theory is coterminous with the notion that *no* reasonable expectation of privacy exists when something is *held out to the public*, i.e. one's voice, one's appearance in general, emanating odors from a tent, or a VIN of an automobile.

In the context of visitors to national parks, seashores or recreation areas, this standard may not be so easily defined. For example, a ranger may consider a legally registered campsite deserving of this reasonable expectation of privacy whereas the immediate area around a temporary picnic site may not be so deserving. This line of reasoning quickly leads one into the murky area of where a ranger should draw the line. The recommended rule of thumb would be to indeed recognize a reasonable expectation of privacy in relation to a legally registered campsite (i.e. you cannot search any closed area inside the campsite that is not in plain view from outside of the campsite without a search warrant or the consent of the occu-

pant). Yet, if the campsite is not legally registered, than the expectation of privacy does not exist and, due to the illegality of its presence, the closed tent may be searched.

Once the definition of a search and seizure has been met, the next step in a Fourth Amendment analysis is to determine whether there was *probable cause* to execute the search and seizure. Probable cause is needed for a ranger to conduct a search regardless of whether he possesses a warrant. Probable cause exists when there are enough particularized facts that would lead a common sense person of reasonable caution to believe there is a fair probability of criminal activity.

It is recommended policy that rangers be in possession of a warrant before conducting a search. In order to obtain either an arrest or search warrant, the ranger would need to approach a neutral and detached federal magistrate with an affidavit stating the reason for the need of the warrant. This affidavit must state *sufficient underlying facts and circumstances* and must be considered by the magistrate under the *totality of the circumstances*. The information relied upon by a ranger to establish probable cause for a warrant may be based on personal knowledge or observation, or information obtained by a reliable source. Once it has been determined probable cause exists by a federal magistrate, the warrant must then be drawn up to describe *with specificity* what is being sought and what area is to be searched.

This line of discussion brings us to the next prevalent question; Was a warrant needed at all? The core reasoning behind requiring a warrant can be found in a three tiered model. These tiers include the right of protection from governmental invasion of one's personal security (arrests), privacy (searches), and property (seizures).

Arrests

With respect to arrests, it is a general rule of law that a ranger may arrest any individual without a warrant if the suspect has committed a misdemeanor in his presence, or the ranger has probable cause to believe

the suspect has committed a felony. One notable exception to this rule is found in Payton v. New York, 445 U.S. 573 (1980). This case held that the Fourth Amendment prohibits law enforcement officers from making a warrantless and non-consensual entry into a suspect's home (or premises) in order to make a felony arrest. This decision however should be strictly construed as pertaining only to a *fixed* premises as opposed to more mobile living quarters, i.e. a mobile home or RV; which is a much more common sight within the borders of a national park, seashore or recreation area. Accordingly, a ranger should not feel restricted by Payton when contemplating making an arrest of an individual who is residing in an RV within the boundary of the park. At the same time though, the ranger should assess the circumstances in order to decide if there is ample time to obtain such a warrant inasmuch as it is always preferred to do so before making an arrest.

Search and Seizure

The exceptions to warrantless searches are more abundant and complex than the exceptions to warrantless arrests. They are as follows:

Consent

The first and foremost exception to the Fourth Amendment's warrant requirement regarding search and seizure is the presence of *consent*. As long as it is voluntary, consent satisfies the reasonableness clause, dispenses with the warrant clause and is literally a waiver of the individual's Fourth Amendment rights.

Before looking towards any other exception, a prudent ranger should always attempt to obtain consent from an individual before searching their person or property. Fortunately, when approached in a savvy manner, consent to search amongst his belongings is readily given by a visitor 99 percent of the time. The key to this approach being so successful lies in the ranger's mastery of personal relations. Whereas a ranger cannot lie to the suspect by saying "I *can* get a warrant," he is allowed to intimate that he

will try to get one if consent is not given.

Concomitantly, a third party's consent can also be used as an exception to the warrant requirement. It must be established however that the 3rd party possessed authority of entry into the area being searched before relying on their consent.

Plain View Doctrine

As suggested in the name of this doctrine, whether an article is in "plain view" is the deciding factor in trying to invoke this exception to the search warrant clause. A crucial requirement of this doctrine is that the ranger's plain view be made from a *legal vantage point*. "Legal vantage" is defined as anywhere where the ranger is legally bound to be. This may mean the area within the parameters of a search warrant or any public place; i.e. a picnic area, boat launch, hiking trail or campsite access roads.

Exigent Circumstances

Exigent circumstances can be articulated as a valid exception to the search warrant requirement. Indeed, in consideration of the nature of our duties as rangers, this exception has the opportunity of coming into play quite often. Specifically, anytime where an emergency condition exists such as a fire, or accidents involving outdoor activities like boating, hiking, climbing, hunting or off-roading, a ranger has the justification to conduct quick sweeping searches of the scenes in order to ensure the safety of the public and himself. Additionally, many weapons violations call for an immediate search under the auspices of exigent circumstances.

Open Fields

This exception will only come into play

for those rangers who patrol in parks where private residences exist. This is the case since the exception specifically deals with open areas on private land that can be seen from a public roadway or airway. The key issue to remember when considering invoking this exception is that the "curtilage" of the private residence has a reasonable expectation of privacy and thus is protected from searching eyes (immediate area surrounding the residence). This curtilage does not however include a storage barn which is several hundreds of yards away from the residence which may be vulnerable to a plain view search of its apertures by a ranger.

Abandoned Property

Abandoned property is defined as *property which no person has the intent to return and claim*. This definition may be a little difficult to apply inasmuch as a visitor is not always present to verify his/her intent to abandon when such prospective property is encountered. However, this exception can come in quite handy to a ranger when addressing one or more people in a suspicious setting. For example, if a ranger were to come upon a disruptive scene and observe several backpacks and containers that he may feel possess contraband or illegal weapons, he need only ask who is the owner of each suspicious container. If the person or persons deny ownership of any of the containers, that container is subject to a thorough search by the ranger under the abandoned property exception. The legal reasoning being that since no person has claimed possession, there is no one to claim a *reasonable expectation of privacy* regarding the container's contents.

Search Incident to Arrest

The general rule of law regarding this doctrine is that a search may be made pursuant to an arrest of a person in the *immediate, jump and reach, area* the person is occupying. The legal reason behind allowing such a search is based upon the notion of the ranger's and public's safety, the destruction of evidence, and to prevent escape or suicide of the suspect.

In the park setting, this rule would prohibit the search of a suspect's recreational vehicle or tent if he were arrested at a picnic table at his campsite. A warrant would need to be sought in order to search these private

property areas since they were not in the suspect's immediate "jump and reach" area. Conversely, if a valid arrest were made, the suspect's entire person may be searched subsequent to the arrest, whether or not the ranger has probable cause to search for a particular item. This would include the search of all the many layers of clothing a skier, backpacker or hunter may be wearing at the time of the arrest, including backpacks. The legal reasoning for this ruling is based upon the need for the ranger to protect himself and others while preventing the destruction of evidence. A strong impetus for this exception is evident in the court's belief that a suspect's reasonable expectation of privacy has been significantly diminished at this point since his liberty has already been taken away, via the arrest.

A final area to note concerning this exception is especially applicable to rangers inasmuch as the issuance of a citation in a park is far more common than an arrest. In the recent case of *Knowles v. Iowa*, 119 S. Ct. 484 (1998), the U.S. Supreme Court held the search incident to arrest exception to the Fourth Amendment does *not* apply to citations alone, *an arrest must take place*; this is a bright line rule which applies to all states and territories in the Union.

A summary of the incident to arrest rule can be accurately summarized by the use of a hypothetical. If a ranger were to observe and arrest a couple of campers smoking marijuana on a blanket with a rolled up sleeping bag and a locked tacklebox next to them while a cooler was located thirty yards away, they may legally search the persons themselves and the rolled sleeping bag. However, the ranger would be wise to not search the locked tacklebox without a search warrant since it may be considered *sealed* and thus not within the immediate reach of the arrestees. As to third item mentioned, the cooler is clearly not within the immediate jump and reach area of the arrestees and therefore should not be searched without consent or a warrant. The ranger however may feel it necessary to impound these items in order to safeguard them from theft which may subject them to an *inventory search*.

Search of Vehicle

The general rule of law regarding searches of vehicles incident to an arrest is that once an occupant of a vehicle is arrested, and



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probable cause exists, the interior of the vehicle, and any unsealed containers therein, may be searched. The original view of the auto exception relied on the theory of exigent circumstances, taking into consideration the auto was so mobile and thus evidence may be removed or destroyed more readily than if it were located within a more immobile structure such as a building. Over time, the U.S. Supreme Court has expanded the auto exception search to pertain to vehicles that have been towed to a police station several hours after an arrest.

The combination of the auto exception and the "jump and reach" presents a very interesting problem when a search incident to an arrest takes place in an RV. Since the RV has the unique attribute of being both a form of transport and a place for lodging, a straight application of either the auto exception, or the jump and reach doctrine, cannot possibly be rigidly followed. One recent Supreme Court decision, *California v. Carney*, 471 U.S. 386 (1985) allows for some insight on how to handle such a situation. In *Carney*, the Court held that an arrestee's mobile home did not earn the fixed-home protection, and thus the entire mobile home was capable of being legally searched incident to the occupant's arrest, as opposed to only the driving compartment area. The main underpinning of this decision lies in the Court's determination of the mobility of the place being searched. The court also noted a mobile home owner's reasonable expectation of privacy was far below that of a standard fixed home owner. Accordingly, the search of a house boat under similar circumstances would also probably be held to be lawful for the same reasons.

It should be kept in mind however that in order for a ranger to open and search any

sealed or locked containers in an auto, RV, or motor home, strong probable cause needs to exist (this is beyond the scope of a mere driving compartment search of an arrestee). If a ranger has probable cause to believe containers located within a vehicle contain contraband or evidence, he may search the containers without a search warrant even if he has no probable cause to search the vehicle itself. Summarily stated, if a ranger has probable cause to search a specific container in automobile, under the auto exception rule he may legally do so regardless of the location of the container (i.e. in trunk), and whether it was sealed or not (i.e. locked). For example, if a ranger observes an individual digging for archeological resources protected under ARPA and subsequently place them in a locked suitcase which is then placed into a trunk of a car, the ranger has the right to search the suitcase regardless of the sealed nature of the suitcase under the auto exception rule.

Inventory Searches

The title of this final exception to be discussed is technically incorrect. An inventory of impounded property should not be labeled as a "search," but rather an "inventory" of the objects located within the impounded property.

In order to justify an inventory search, the initial impoundment of the property (i.e. vehicle, tent, etc.) must be justified and reasonable. This standard of justification however is not extremely high. It has been held that a ranger need not take the least intrusive means when dealing with potential impoundment property. A couple of justifications that have been specifically carved out include the potential of theft of an automobile or a valuable item left in the automobile if such automobile were not impounded (i.e. due to high crime rate area or remoteness of area). Both of these explanations have been held by the Court to justify impoundment of a vehicle. Furthermore, a ranger need not let a third person drive the vehicle of an arrested person home, as opposed to impounding it, if the ranger feels it imprudent or unsafe to do so.

It must be noted however that the extent of the inventory search itself is strictly limited to the *written standard inventory procedure* the agency involved has adopted regarding such inventories. In fact, it is

paramount that the agency possess such a standard procedure or else the inventory may be considered by a court to be subjective, and thus illegal. Yet once a standard procedure is in place, its terms may be very intrusive. Indeed, federal case law has allowed such inventory procedure standards to dictate that *all closed, sealed containers* located in the vehicle (or tent) to be opened and inventoried.

In sum, as long as a ranger can articulate his reasons for impounding a piece of property, be it for reasons of possible theft, or the property was illegally situated (illegal campsite, illegal parking), an inventory search can result in a more thorough and intrusive search than even one hinged on a theory of probable cause. The adroit ranger must keep in mind however, that an impoundment and subsequent search will not be held to be legal if the Court believes it to be based on a purely pre-textual context.

In conclusion, here is a quick and easy model that every ranger would be wise to memorize and consider when encountered by a Fourth Amendment search and seizure situation:

Step 1 — Does the visitor have a Reasonable Expectation of Privacy?

Step 2 — Do you, as a ranger, possess a valid search warrant?

Step 3 — Would it be feasible time-wise to attempt to obtain such a warrant?

Step 4 — If it is not feasible, and you do not possess a warrant, the search must fall into one of the exceptions listed above. □

Richard J. Larrabee is a former attorney who practiced law in Portland, Ore. Currently he is a protection ranger at Cuyahoga Valley National Recreation Area.



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Dwight Rettie

Basketmaker Julia Parker, a volunteer at Yosemite, gives her program.

Testing a Few Hypotheses *(from page 4)*

visitor include:

- Make more sites “drive through,” at least 35-40 feet long, moderately level.
- Have a dump station somewhere in the park that motorhomes and trailers can use.
- Electric service is also a means by which motorhomes can be relieved of the need to run generators, a noise-saver well worth the effort if it can be arranged. And, of course, it is possible to charge for electric service.

The change in attitude toward visitors in campers, trailers and motorhomes is a different problem, and may be entirely as difficult to achieve as the money necessary to rebuild or upgrade a facility. The issue needs to be addressed at the policy level first.

On the whole, our experiences in each of

the parks we visited were positive, worthwhile and memorable. Both of us visited parks to which we had never been before and revisited parks we had enjoyed for many years.

As readers of my book know, I have no favorites. I am always careful to explain to anyone that every park, literally *every* park, has its own charms and preserves something of great value for all time.

Parks are different, not better or worse. That reality was confirmed for us 71 times in the past two years! □



Author Dwight Rettie

Tez DeJesus

Seasonal Ranging *(from page 9)*

stricter background investigations, medical and physical fitness requirements will there be even fewer qualified applicants to choose from in the near future?

From a prospective seasonal employee's view it becomes hard to decide on which park to submit an application. Through conversions to permanent employees many parks do not have the large number of positions available as in past years. Yosemite and Grand Canyon are prime examples of more effective position management. Movement towards a more permanent workforce may work for most parks, but there still exists parks that have the traditional seasonal needs.

Parks in the Rocky Mountains, such as Yellowstone, Glacier, Grand Teton and Rocky Mountain, have a need for summer seasonal employees. Parks in the southern part of the country have a need for winter seasonal employees. Seasons generally range from three to six months. Their needs fluctuate according to employee turnover. It is hard to predict when high and low turnover years occur. Other parks with a large permanent workforce will occasionally need a seasonal employee to backfill for a vacant position. It would be very difficult for an applicant to predict or guess when one of these backfill positions would occur except

by keeping in touch with the park.

We are at a crossroads for seasonal employment. Movement towards a more professional workforce will generate a more efficient and capable staff. Benchmark position descriptions and ranger competencies will be the foundation upon which to build future managers. As supervisors and managers we need to continue to encourage prospective applicants to apply for positions and to conduct recruitment efforts to expand the applicant pool as much as possible. Recruitment should occur not only for your particular park, but also aimed at servicewide recruitment. Our seasonal employment program is still the best source for individuals to begin a career as a ranger.

As a prospective seasonal ranger, the best advice would be to contact parks that you have an interest. Learn what requirements are desired for the positions in question, and obtain the needed training. Volunteers in the Parks Program and Student Conservation Service Programs are good avenues to obtain experience and training if you do not meet job expectations, or would like to get a better idea of what types of careers are available with the Park Service. Realize that the hard work of many individuals has paid off in improved pay and a

more professional work environment. And remember that one day you'll look back on your seasonal career as some of the most fun and rewarding experiences of your career. □

Dennis Young is a ranger at Yellowstone National Park.

Editor's note: This article was reviewed by the Seasonal Employment Program Office, WASO. They wanted to comment on the state of seasonal programs and trends as seen from their office. Unfortunately, priority duties precluded developing a sidebar in time for this issue. They intend to develop a short piece for the Spring issue, however.

By Steve Dodd and Mark Giese

Partnership among academic institutions and park law enforcement entities can sometimes create great strength and depth in the preparation of our future park law enforcement professionals.

Recognizing the potential for such a partnership between two of Ohio's largest academic institutions, an advisory committee was created. The effort was spurred on by Tom Cherry, the National Park Service law enforcement program specialist for Seasonal Law Enforcement Training Programs at the Federal Law Enforcement Training Center, Glynco, Ga. Made up of natural resources law enforcement administrators from throughout Ohio, this committee recognized the strength of such an ideology and developed the vision we have adopted toward strengthening park and natural resources law enforcement training opportunities throughout the state and nation.

In 1994 a collaborative project was begun between the Police and Fire Training Institute at Cuyahoga Community College and The Ohio State University, School of Natural Resources. Working in coordination with the NPS and the Ohio Peace Officers Training Commission, a partnership emerged that has now become a model for other programs engaged in the education and training of park and natural resources law enforcement rangers and officers. This model is now identified as the Ranger Academy located at the Metropolitan Campus of Cuyahoga Community College in Cleveland, Ohio.

Park managers and administrators recognize the staggering cost of training (the cost of a basic law enforcement training program is \$12,000 to \$14,000) and the significant burden it can place on the meager budgets of their park and natural resources agencies. With financial and personnel resources stretched to their limits, agencies now are engaged in strategies to hire seasonal, part-time and permanent park law enforcement personnel at minimal agency costs while still maintaining a highly qualified and properly educated work force.

The primary purpose of the Ranger Academy program was to take students engaged in four-year degree programs with studies focused in natural resources, recreation and park management and give them the oppor-

tunity to obtain the necessary certifications required to work in a law enforcement capacity for many of the federal, state and local agencies involved in natural resources and recreation management.

The Ranger Academy enables students working toward completion of their bachelor of science degree in natural resources at Ohio State the option of earning both the Ohio Basic Peace Officer certificate and the NPS Seasonal Law Enforcement Ranger certificate as additional credentials prior to completion of their undergraduate degree.

Cuyahoga Community College had been offering a seasonal law enforcement certification for the NPS since 1982, successfully training and placing students throughout the system and other federal land management agencies. The state certification had always been on a separate track completed by either a student attending a traditional basic police academy or agency academy training exclusively for its personnel. For years the OSU School of Natural Resources had been providing graduates with the educational foundation that many of our natural resources management agencies desired; however, the missing link had been the actual certification component mandated by law and agency policy.

With the emergence of a formal partnership between OSU and Cuyahoga Community College and in coordination with the NPS and the Ohio Peace Officers Training Commission, the Ranger Academy program and curriculum were retooled to meet requirements for both the federal and state certifications and became an integral part of the OSU School of Natural Resources degree program.

The Ohio Basic Peace Officer certificate, otherwise known as the OPOTC certificate, provides one of the necessary credentials required to work in law enforcement positions for the Ohio Department of Natural

Resources, Divisions of Wildlife, Parks, Forestry, Watercraft, and Natural Areas and Preserves.

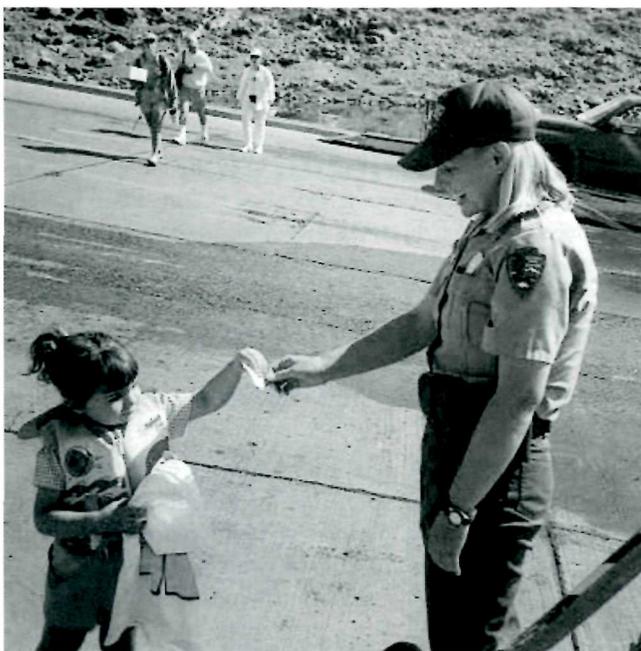
The OPOTC certificate also provides the certification required to work in law enforcement positions with the Cleveland MetroParks, Toledo MetroParks, Hamilton County parks, Muskingum Watershed District and other state, county or local land management agencies. Furthermore, the state certification also provides alternative employment opportunities with other Ohio law enforcement agencies.

The NPS Seasonal Law Enforcement Ranger certification, identified as the NPS Level II Law Enforcement Certification, is accredited by the NPS Law Enforcement Employee Development Center located at the Federal Law Enforcement Training Center in Glynco, Ga. The certification enables students to work in seasonal law enforcement ranger positions with the NPS, as seasonal refuge officers with the U.S. Fish and Wildlife Service, as seasonal park rangers with the South Dakota State Park System and with some other state agencies as well.

This partnership has quickly become a model for other academic institutions and ranger training programs throughout the United States, encompassing interest from institutions such as Michigan State University and Kansas State University. Interest in training opportunities has also grown from other state and local park agencies throughout the country.

The success of a true partnership is measured by the success of its graduates obtaining positions. The objective has been to provide students with the right combination of education, training and experience to become the best park and natural resources law enforcement professionals. The CCC/OSU Ranger Academy partnership is currently engaged in its 24th academy class. The current class is the sixth combined

Partnerships *in* Park Law Enforcement Training



Jack Lisco

In this file photo, Meghan Hall, a seasonal protection ranger at Curecanti NRA, presents a gift to young Holly Lisco during a safety program.

them.

Students then make application to the Academy, the candidates are screened according to OPOTC, NPS and Academy guidelines, and then accepted to the Ranger Academy offered at Cuyahoga Community College. Ohio State students attend as transient students and earn 23 hours of credit that transfers back to OSU and is accepted as 23 hours of "K" credit listed as "special" in Natural Resources.

Upon successful completion of both Natural Resources 448 and the Ranger Academy, OSU students majoring in Parks, Recreation and Tourism Administration (PRTA) with their

declared specialization in Recreation Law Enforcement, may apply the 27 hours of credit toward satisfying the recreation law enforcement option within their major. OSU students majoring in other natural resources majors, such as forestry and wildlife management, may also apply these credit hours toward their academic programs by tagging them onto the degree programs as free elective hours or as technical electives with the approval of their faculty adviser.

Besides receiving academic credits toward the completion of their bachelor of science degree in natural resources, OSU students also will receive their Ohio Peace Officer Certificate from the Ohio Peace Officers Training Commission and the Seasonal Law Enforcement Certificate approved by the NPS. Additional training in emergency medical services, search and rescue, wildland fire suppression and advanced park law enforcement may also be made available through supplemental coursework offered during, prior to or after the Ranger Academy program as student needs indicate.

Work experience is an important component of the preparation of park and natural resources law enforcement professionals. The Academy staff works with students to place them in law enforcement positions with local, state and federal park and natural

resources management agencies in accordance with their level of training and experience. Students aren't guaranteed employment, but the success of our Academy graduates speaks highly of the program. The goal has been to get these students into the field working in a seasonal park or natural resources law enforcement position while they are still students. The obvious result is a four-year college graduate with a natural resources management background with law enforcement training and experience.

This strong partnership will continue to prepare new professionals for entry into the challenging field of natural resources protection well into the next decade. Managers and administrators of parks and other land management agencies are encouraged to contact school representatives for information about graduates and the program. □

Steve Dodd is a 32-year park law enforcement veteran having served with the Ohio State Park system, the Cleveland Metroparks Ranger Department and the National Park Service. His current assignment is at Glacier National Park. He is a tenured professor of law enforcement and the director of the Ranger Academy at Cuyahoga Community College in Cleveland, Ohio. He also holds an adjunct assistant professor position in the School of Natural Resources at The Ohio State University. Dodd can be reached at 216-987-4649 or e-mail: steve.dodd@tri-c.cc.oh.us

Mark Giese is the school secretary for the OSU School of Natural Resources, deputy director of the CCC Ranger Academy, adjunct instructor at CCC, and NPS seasonal law enforcement ranger at the Cuyahoga Valley National Recreation Area. He also holds an adjunct instructor position at OSU. Giese can be reached at giese.1@osu.edu



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By Max Lockwood
WASO

In the future, it will be essential for the National Park Service to collaborate with partners to share staffing and funding responsibilities to complete projects and continue programs. As our parks receive heavier visitation each year, partnering and collaboration with nonprofit organizations and state and local government will be necessary if the Service is to continue to provide a quality product to our customers. One partner that is presently helpful and has the potential to be of greater assistance to us in the upkeep of our parks is our youth. Youth

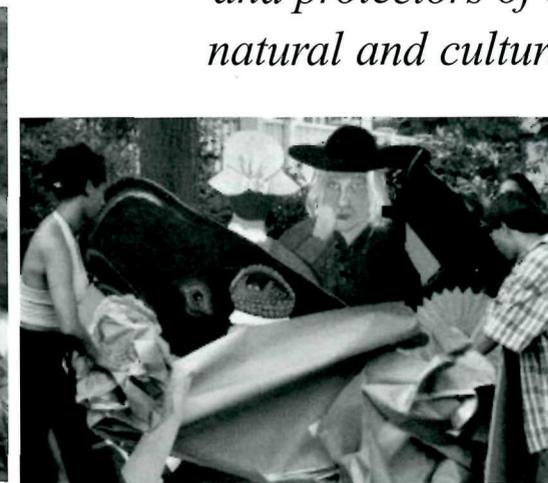
Programs have existed in some capacity for much of the Service's history. Dating back to 1957, when the Student Conservation Association (SCA) began sending interns to do work in national parks and continuing with the addition of Civilian Conservation Corps Job Corps Centers in 1964, the NPS has worked with our youth in a variety of ways to insure that a cadre of young resource protection managers will be prepared to take over the responsibility of protecting our national parks.

Many employees in the field aren't aware that a Youth Programs Division exists. Currently,



Students learn painting skills at Harpers Ferry.

there are 544 youth, ages 16-24, located at the three Job Corps Centers managed by the National Park Service. In 1999, 823 young people were employed through Public Land Corps grants, 566 young adults worked in YCC programs, 576 SCA interns worked in various



These murals are two of four completed by youth in New Bedford, Mass., to depict shipping and immigrant themes of the historic area.

capacities at national parks, and the National Association of Service and Conservation Corps (NASCC) helped to introduce 250 young adults to our national parks. Besides these five nationally recognized youth programs, parks have partnered with many smaller non-profits and used educational programs such as Parks as Classrooms and People and Places to introduce thousands of young Americans to our national parks the last year.

The task of the Youth Programs Division is to provide information and assistance to individual parks and nonprofit organizations that are interested in connecting young people with the National Park Service. During this past summer, staff from the Youth Programs Division visited three parks in Alaska—Denali, Glacier Bay and Klondike Gold Rush. At all three parks, YCC groups were diligently building and repairing trails, helping to do landscape work and being taught various aspects of natural resource management. In addition, the youth coordinator from the Alaska Regional Office, Clara Wooden, was hard at work helping to forge partnerships between the NPS and local

Youth Programs

in the National Park Service

*Helping to create future stewards
and protectors of our nation's
natural and cultural resources*

nonprofit youth agencies. She is responsible for seeking out potential partners and NPS personnel willing to support youth programs.

Closer to home in the Washington, D.C., area, park staffs are helping urban youth become more familiar with the mission of the NPS. Rock Creek Park, located in the middle of Washington, D.C.'s northwest district, consists of 1,784 acres. Rock Creek is perhaps the most popular recreational park in the city. It is an ideal refuge for people who wish to escape the hustle and bustle of urban

culture and visit a peaceful wooded area. The park also takes advantage of the fact that it is located in the middle of a heavily populated urban area to introduce the NPS to local area youth. The park's educational program is extensive and caters to the inner city youth population that surrounds the park. Every summer Rock Creek uses its YCC program to hire local high school students to work at the park for eight weeks. The staff at Rock Creek also works with the SCA to use resource research assistants. It has established a partnership with the District of Columbia Summer Works Program to provide high school students with summer employment. Aside from these paid positions, the park provides curriculum-based education programs for Washington's elementary school students.

Catoctin Mountain Park in Maryland hosts a variety of youth programs. For example, last summer SCA interns assisted the park by supervising YCC students as they worked to build trails. A unique feature of the Catoctin YCC program is that the program is divided into two sections, a morning and an afternoon session. In the morning

students are taken to a section of the park to build a trail for visitor use. In the afternoon the program shifted from the field to the classroom. A resource biologist taught students about the alien versus non-alien vegetation in the park. The scientist explained how alien plants had an adverse effect on the natural wildlife, and she explained different ways that alien plants might be sectioned off and destroyed.

Currently the Youth Programs Division works with more than 22 nonprofit partners and federal programs in an effort to work with young people. Many of these nonprofit partners are committed to finding ways to expose young people to national parks and the possibility of turning some of these young people onto a career path in the Park Service.

John Piltzecker, superintendent of New Bedford Whaling NHP, uses an innovative approach for getting young people involved with protecting the newly established park in Massachusetts. He wants the park to serve as a liaison between local school teens and Cognosco, a nonprofit training and employment agency. The project called for 30 youth, ages 14-21 to be hired by Cognosco. The youth were divided into four groups to draw four murals in the historic section of New Bedford. The murals were completed in July and are located in the gardens of the park visitor center in New Bedford. The murals depict shipping and immigrant themes relevant to New Bedford's history. This is a

prime example of the National Park Service collaborating with local nonprofit agencies in order to provide a service to young people in the community, enhance the image of the park, and create a positive image of the early New England history in the minds of New Bedford youth.

The history of nationally recognized youth programs such as YCC, SCA, Job Corps, Civilian Conservation Corps, Girl Scouts and Boy Scouts find one common denominator with national park policy. They share a belief that we must insure that the next generation has an opportunity to succeed and achieve their maximum potential if the nation is to remain healthy and strong. As leaders, mentors and stewards of our nation, we must provide this generation with as much emotional, educational and economic opportunity as possible.

In the case of youth programs, it is diffi-



Interior Secretary Babbit and NPS Director Stanton attended the celebration of the Public Land Corps Grant.

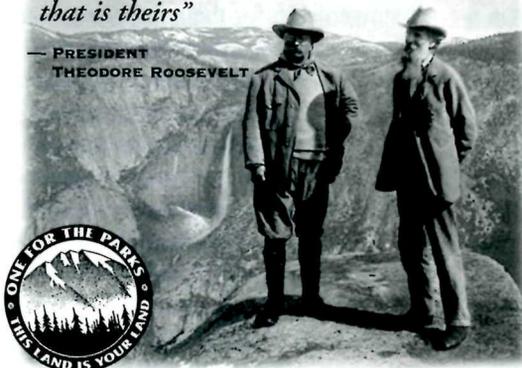
cult to predict whether there will be continual funding for all youth-related programs. Innovative efforts, both public and private, to secure funding, are essential if the NPS is to continue an effective relationship with broad sectors of our American youth population. □

Max Lockwood works in the Youth Programs Division in the Washington Office. He can be reached by e-mail: max_lockwood@nps.gov; website: http://www.nps.gov/youthprograms/

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Just What Do Chief Rangers Do, Anyway?

By Scot McElveen

John Day Fossil Beds

Perhaps you've just come in from a week long poaching or boundary patrol that took place in the wettest, coldest, or most miserable weather imaginable. Perhaps you've been involved all day in an extremely stressful emergency response of some type. Perhaps you've just dealt with an uncooperative, verbally abusive, park visitor who has decided to write a novel to the superintendent about your shortcomings as a public servant and a human being. As you come back to the office from any of these scenarios you see the chief ranger of your park looking impeccable in his or her uniform, well rested, and calm. The question forming in your mind is probably something like, "What in the #!?!*&#? does s/he really do for this outfit anyway?"

A new training course has been offered to answer this very question for newly appointed chief rangers or those likely to become a chief ranger in their next career move. Early in 1999 26 participants assembled at the Horace M. Albright Training Center to absorb the collective guidance of course coordinators, park superintendents and other NPS managers, and to share success stories for managing park ranger positions in support of Ranger Careers and *resource-based rangering*. In addition to the introduction, participants each explained why they requested the training and what they expected to gain from it. The dedication as employees of the NPS was obvious. However, it was also obvious that perceptions varied on the meanings of Special Directive 94-3 (Ranger Careers), on how it was or should be implemented, and on whether a protection or interpretation operation can/should emphasize resource stewardship **as the priority duty**.

The course was primarily designed as a new approach to an old challenge, making a successful transition from a field ranger or an operational supervisor to a park manager (chief of one or more park disciplines). Underlying this successful transition for rangers in today's NPS is one's ability to envision, articulate, implement, and demonstrate a park protection or education program that is resource based, adheres to the

intent of ranger careers, and integrates with other park disciplines to produce measurable resource stewardship.

Aren't we already doing that now? Some perceive that collectively we are not, particularly on the protection side of ranger programs. How did this perception start? Some NPS managers at all levels have clearly stated that they believe that they are not getting anything different out of their protection ranger programs than they were pre-Ranger Careers. It seems that in some portion of the NPS workforce there is a perception that protection ranger programs are overemphasizing law enforcement and emergency services and not concentrating enough on gaining resource knowledge, using that knowledge to perform resource education and resource protection, and linking resource education and resource protection duties to the efforts of other park disciplines to produce the resource stewardship that is mandated as our priority by the 1916 NPS Organic Act. Whether this perception is a reality can certainly make for lively discussions. This perception has been articulated by NPS managers, representatives of other NPS disciplines, and by park rangers themselves.

Essential Characteristics

Groups of class participants gathered during breaks, lunches and dinners to discuss philosophical aspects of the daily sessions, as well as how to implement specific techniques back at their home parks. Early on, an after-hours roundtable discussion with NPS Superintendents and central office staff provided a description of "Expectations of a Superintendent of a Division Chief." Some of those expectations included:

- Being a team player.
- Showing the ability to understand and work beyond one's own operational specialty to achieve park goals. An example of this was described as having the ability and willingness to defend and/or explain another operational specialty's needs (budget, staffing, equipment, etc.) at a park management team meeting in the absence of that specialty's chief.
- Having the ability to tolerate ambiguity. This may be very difficult for those

with a protection background who frequently deal in the black-and-white issues of criminal law.

➤ Having the ability to live with controversy and politics. Politics as it was used in this discussion was not only political interference from national, state and local elected officials and political appointees, but also the politics of the personalities and issues one must effectively deal with both externally and internally as an NPS manager. The point was strongly emphasized that as one moves into a managerial position, one's decisions and programs will be questioned at all levels, both externally and internally, and that this can lead to a feeling of loneliness. The panel articulated that some amount of "mental toughness" was required at the chief's level to combat this higher level of controversy.

➤ Having the ability to recognize and incorporate cultural diversity into managerial style. All the entities that NPS managers deal with (NPS staffs, visitors, local communities, special users, etc.) are becoming more culturally diverse. A chief must recognize how cultural diversity impacts his/her decisions, communications, programs, and operational techniques.

➤ Having the ability to focus on results rather than process. This sounds a little like the acronym GPRA that makes some of our jaws tight. For chiefs of the ranger profession, this is managing individual programs so that they emphasize resource education and resource protection as priorities to achieve measurable resource stewardship for the enjoyment of parks by present *and future* generations. It was emphasized that especially in the protection side of rangering we don't have forever to produce programs that achieve these results, and we are lagging behind in bringing our programs in line with this philosophy. When asked, *how* we might structure our programs to achieve the desired results, the answer we received was a clear and resounding, "That's what we hire *you* (chief rangers) for." Chief rangers need to be able to figure out how to adjust their operational programs us-



Chief ranger class of January 1999.

ing tools like position management and performance management to focus on the results desired. In today's NPS, that means protection programs that are resource-based.

If this is a culture change in your park, you don't have a lot of time to see that this change occurs in your protection staffs. Although many of the course sessions discussed operational methodology or the role of a chief ranger in specific situations, it seemed that eventually participants always came back to that time-honored NPS argument of which comes first, preservation or enjoyment.

Resource-Based Profession

The next step was to understand that Ranger Careers is "a fundamental re-description of what we do as park rangers." Pull out Special Directive 94-3 and the implementation notebook that accompanies it. Reread it and make sure everyone on the park's staff reads it. This is not top-secret information. Some of the basic tenets of Ranger Careers are: Rangering is a *resource-based profession*. We seek out resource knowledge through our own and others' field observations and research. We apply that resource knowledge to our daily work of monitoring resource conditions and contacting as many park visitors as is humanly possible in one shift to provide them with resource education or to take direct resource protection action when necessary.

We all work for the Service. The imple-

mentation guidelines for Ranger Careers were issued Servicewide. Was Ranger Careers implemented under the letter and intent of those guidelines at your park, or did you just implement the parts of it you agreed with? Did you take the increased grade, pay, and/or retirement benefits and continue to perform or manage the same highly skilled technical duties you were performing or managing pre-Ranger Careers? Or did you recognize the change that accompanied Ranger Careers and adjust your operational priorities accordingly?

If your protection operation continues to be dominated by emergency incident response, emergency services training, emergency services equipment preparedness and maintenance, and emergency incident reporting to the exclusion of an equal time commitment to gaining resource knowledge and applying that knowledge to resource protection and resource education in your park; or if your interpretation operation continues to be dominated with stagnant informational or entertainment based programs to the exclusion of providing resource education and interpretive linkages; are you practicing adequate position or performance management? Are you really implementing Ranger Careers to produce the park rangers, stewards, and NPS leaders of decades to come? Or, are you just managing your program the way *you want to* because that is what you are comfortable with? The way it's "always" been done?

The GS-9 full performance grade of a park ranger is based on the ability to independently perform successful resource education, resource protection and public use management. That means all three are of equal importance. GS-5 and GS-7 level rang-

ers are trainees, and their daily assignments should reflect this.

Molding Ranger Programs

The last step is putting a resource-based ranger program together. On the final day of the course a panel of three chief park rangers addressed the class to describe how the ranger programs were modeled at their parks.

Paula Nasiatka from Saguaro National Park spoke first. She indicated that having a balanced resource protection and emergency services program first takes a manager and staff committed to doing it. She felt it is especially important to measure performance on resource protection to encourage rangers to spend an adequate amount of work time on this side of the balance. Saguaro has weekly logs that indicate where rangers have spent their time, how much time, and what resource observations they made or resource related projects they worked on. Saguaro uses one ranger per shift to cover frontcountry/response type work, thereby freeing others to get into remote park locations and/or commit themselves to working on resource related projects. The one ranger tasked with the emergency response shift is responsible for handling incidents by themselves when that can be done safely and adequately. When additional resources are needed s/he is responsible for requesting these resources from other park employees or outside agencies/organizations.

Nasiatka also stressed that a chief ranger needs to lead by example. She felt it is important for a chief ranger to spend one day each week, or at least one day each pay period, in the field working on some real "get your hands dirty" kind of project with the staff. She said this is real work, not just showing up at the ranger station for 15 minutes to make an appearance. The benefits are twofold. First, it keeps you, as a former field ranger, connected to the resource and the job that made you want to be in the NPS in the first place. Secondly, it allows you and your staff to see each other in real work-producing situations and to communicate informally as real individuals, not just as supervisor and supervisee.

Hiring of employees was the last area Nasiatka addressed. She emphasized the importance of both *who* and *how* you hire for the overall success of your program. If

(continued on page 28)

The Professional Ranger Interpretation

As part of the 1999 National Interpreters Workshop, Interpretation Program Manager Corky Mayo presented an agency meeting with many news items.

The Interpretive Development Program remains alive, healthy and growing in participation. The number of products submitted for certification has reached 1,200. Since 1997, the number of products each year has doubled over the past year. In view of the increasing workload, 16 new certifiers received training in September. Another training session in January will train additional certifiers. The matching funds program to support training opportunities will continue in FY 2000. Please contact your regional training officer for information.

For all current information on the Interpretive Development Program, please access the website: www.nps.gov/idp/interp. All of the 300-level competency modules, except for research, now appear on the website. Next March, check the website for the annual update to the program. In the coming year, work will begin on modules for supervision and management competencies. Many park rangers in protection positions have found benefit in the modules for the informal interpretation and interpretive talk competencies. The program remains open to any interested park rangers to participate in the certification process.

Thanks to all who participated in the **media inventory project**. The Harpers Ferry Center has received inventories from almost every area. This project represents an important foundation to the rehabilitation of outdated and inadequate media throughout the National Park System. The accelerating deterioration of our media infrastructure represents a serious impediment to the delivery of inclusive interpretive opportunities for the public. The media inventory provides hard evidence of this growing crisis to our leaders to use in crafting a strategic response to the present state of media.

Additional parks have begun to develop **Comprehensive Interpretive Plans (CIP's)** to guide the development of a practical and effective delivery of personal and non-personal services. The plans have proven effective in defining niches and the best use of

each medium. With the growing availability of fee demonstration funds for media projects, it has become essential to develop a CIP to define how individual media products will support overall visitor experiences in conjunction with other media and personal services programs.

"Connecting People to Parks in the 21st Century" represents a five-year action plan by the National Park Service to focus on its strategic goal of "provide for the public enjoyment and visitor experience of parks." Other goals are:

- ▶ 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 education community; and
- ▶ guarantee that all Americans have opportunities to learn from the National Park System whether or not they actually visit the parks.

Action items in the plan focus on NPS messages, the NPS workforce, Audiences, and Interdisciplinary-Partnership Work. The plan's expected result is a unified workforce, including managers, focused on top priorities to achieve a broad application of interpretation and education programs to achieve the mission of the National Park Service.

Congratulations to the recipients of some well-deserved awards. Northeast Regional Director **Marie Rust** received the Sequoia Award for her continued support and encouragement of visionary interpretation in her region. Northeast Region's Interpretation Strategy, "The Road Ahead," remains the standard of excellence for the other regions to achieve. Master Interpreter and Instructor **David Larsen** from the Mather Employee Development Center received the Sequoia Award for his essential role in the creation, development, and successful implementation of the Interpretive Development Program. Fort Raleigh Unit Manager **Bob Woody** received the Freeman Tilden Award for his innovative work as public information officer during the relocation of the Cape Hatteras lighthouse.

Tina Orcutt will return to the helm of this column with her insightful view of interpretation in the next issue of *Ranger* after her maternity leave. We all wish her well during her well-deserved hiatus.

— Tom Richter
Midwest Regional Office

Protection

Protection Ranger Competencies

As of now anyway, senior NPS managers are still examining the possibilities of essential competencies. Basically, this means that in order to achieve the next level in the ranger profession, one must exhibit an understanding of a topic or demonstrate the ability to perform various tasks. The following is an excerpt of the competencies;

"Park ranger is a resource based occupation. All rangers should have a strong park resource knowledge base, built on college level academic study in the natural and/or cultural sciences, as an underpinning on their ranger skills.

Patrol rangers are the "eyes and ears" of the park. This person must have confidence, be a self-starter, and most importantly, foster a sense of curiosity and creative courage. The incumbent must view the position as an unending source of projects and/or problems which need addressing.

Almost the total measurement of the law enforcement ranger's professionally acceptable progression—from entry through journeyman levels—will be reflected in how well the individual moves into and along this project mode of thinking."

The three levels of the competencies are:

▶ **Entry Level** — Identify the KSA's to perform at an introductory level protecting people and park resources. Work is performed under close supervision with emphasis on safety and the developing of basic work skills.

▶ **Developmental Level** — Identify the KSA's to perform as a park ranger evolving in protecting people and resources. Work is performed under supervision with emphasis on safety and the continued development of both basic and intermediate work skills.

▶ **Full Performance Level** — Identify the KSA's to perform at the journeyman level in protecting people and resources at a proactive rather than reactive level.

Work is performed with little close supervision, generally only oral and written instruction.

For a detailed explanation of these competencies go to www.nps.gov/training/npsonly/LE/11erangr.htm

Excellent Training

A few months ago, I attended a Caliber Press/Street Survival training seminar in Spokane, Wash.

I urge all protection rangers to attend this worthwhile and potentially life-saving training. This three-day seminar graphically illustrates some of the tactical mistakes officers made that got them severely injured or killed. It is training built on preparation, not paranoia. As rangers, we have some of the most difficult and dangerous positions in all of law enforcement in that we have to wear so many hats at any particular time. One minute, we may be working on a gypsy moth project, or conducting a boating safety class at a marina, and the next minute be responding to a gun call. The training also deals with how law enforcement officers interact with their own families and stresses the importance to maintain constant communication with our spouse, friends and children. One phrase in particular really stuck with me and will remind me what life is all about. It read, "Remember the four L's . . . LIVE, LOVE, LEARN and leave a LEGACY." During 2000 the training will be offered all over the country and costs approximately \$200. You can find training dates on the web at www.calibreprpress.com. It will be the best \$200 you ever spent. Ask any officer who has been there!

Hidden Dangers

Like the training mentioned above, sometimes the most dangerous piece of equipment is the one we receive the least training in. Yes, I'm talking about our vehicles. Did you know that as of this writing there have been 103 officers killed in the line of duty in 1999? Did you also know that almost 50 percent of those officers died as a result of a vehicle? Either by the officer being struck by another vehicle or by them crashing their own vehicle. Remember the positioning of your vehicle when making traffic stops; remember that responding 100 miles an hour

in an unsafe manner to an emergency may only end in tragedy for you or someone else; take a deep breath and relax; it's just not worth it to get to a scene 30 seconds faster. Also, all NPS employees, not just protection rangers, have to constantly remind themselves that they are sitting behind a 2000 pound weapon. I make it a point to go EXTRA slow in campgrounds and day-use areas. This past summer, as I was patrolling through a parking lot of a day use area, a tiny 5-year-old girl came darting out from between two cars chasing a beach ball. By the grace of God, I was able to stop and avoid a tragedy that would have haunted me for the rest of my life. I relay this incident to remind everyone to think about the next time you are patrolling in your park, keep your personal safety and the safety of others in mind. A soon to be 6-year-old little girl sure appreciates it!

— Steve Clark
Lake Roosevelt NRA

Resource Management

Now that the **Natural Resource Challenge** is under way, the emphasis has shifted from the Washington Office to the field. Regional Directors and Superintendents have been charged with taking the message back home. Several regions have held all-superintendent conference calls to answer questions, encourage park managers to embrace the program, and find ways of demonstrating its importance in their own parks. The FY2000 budget was still in Conference Committee when I wrote this, but a base increase of \$14.7 million for the first year of this \$100 million program looked likely. The first year is a "down payment" which strengthens servicewide natural resource programs, but the outyear budgets, if we see them, will really make a difference in parks. Over 90 percent of the FTEs and almost 60 percent of the future funding will be for park-based natural resource programs. The likelihood of receiving future increases is no doubt going to be dependent, in part, on how accountable we are for the FY00 funding. It's absolutely critical, therefore, that the NPS actually does what we promised in the "Natural Resource Challenge" document published in August (and available on the web at <http://www.nature.nps.gov/challengedoc/>). We'd also better be and

sound enthused about the program, so Congress and our partners hear how important it is to the protection of park resources. For those of you with access to the NPS intranet, check out the full five year strategy at <http://www1.nrintra.nps.gov/challengedoc/>. Note that there is a new servicewide source of funding proposed for resource protection projects, equipment, and training.

The Director's top priority of the "Just Do It" items in the Natural Resource Challenge was the implementation of **Resources Careers**. After almost six years of work, I am thrilled to be able to say that implementation is under way at long last! All of the approved position descriptions and instructions for using them are also on the NPS intranet, at <http://www1.nrintra.nps.gov/careers>. Every park will review its natural and cultural positions at or below the GS-11 grade in the next few months. Each region has designated one or more people to serve as coordinators and advisers for Resources Careers implementation. Kim Lewis in the Washington Human Resources office is the national coordinator. Kathy Davis, the chair of the Resources Careers task force, recently received well-deserved recognition for her efforts as the winner of the NPS Natural Resource Manager of the Year award.

The annual call to update **Resource Management Plan** databases will not be coming this winter. The old software we've been using since 1993 will be updated in time for next year's call, and (we're promised) will be linked into other servicewide budget software systems on the web (i.e. OFS and PMIS) to minimize duplication. RMPs that expire this year will also be given a year's grace period while a new Director's Order for Resource Management Plans is written. Expect to see workshops this winter in an attempt to resolve the perennial "what is an RMP" and "how does it fit in with other plans" questions.

For those of you who like to plan long in advance, the dates and locations of the next two **George Wright Society** conferences have been set: April 16-20, 2001, in Denver, and April 14-18, 2003, in San Diego. Read the provocative article by Gary Davis of Channel Islands in the most recent issue of the *George Wright Forum* (Vol. 16, No. 2, 1999) to whet your appetite for these

stimulating meetings. The subject is the protection (or lack thereof) of marine fish in national parks and protected areas. Fish have always received less protection than other wildlife in parks (for reasons that no longer make sense), but the article points out that marine fish fare even worse than those in freshwater. The scarcity of no-take zones is appalling, and has horrific implications for biodiversity preservation in coastal parks. □

— Bob Krumenaker
Northeast Regional Office

ANPR Reports

Retirement

Socially Responsible Funds

In doing our Retirement Workshops we usually get some questions on Socially Responsible Funds. Normally, these funds don't stack up against other growth or value sector funds. However, the *MorningStar Report* recently did an article regarding socially responsible investing (SRI) and how things have changed.

Two years ago, according to *MorningStar*, not a single SRI fund merited a five-star rating. Today 21 percent of these funds in their database, that has the necessary three-year record, sport a five-star rating. Moreover, only 19 percent of SRI funds find themselves in two-star or one-star territory, while one third of the overall fund universe rates that low.

SRI funds haven't discovered some magic formula for investing that didn't exist before. Few, if any, funds have made notable changes in their screening practices over the past couple of years. Screening certainly has something to do with the recent performance of these funds, however screening out tobacco companies and nuclear power utilities has kept the funds away from some of the market's worst performers over the past few years. Avoiding these and other firms with poor environmental records leaves the typical SRI domestic-equity fund underweighted in value stocks and overweighted in growth stocks. In the SRI arena, growth funds outnumber value funds 14 to 5. Most SRI domestic-equity funds are also large-cap offerings.

MorningStar pointed out other factors why SRI funds recently have prospered, and the article highlighted several SRI funds

in each asset class: domestic equity, international equity and fixed income.

Domestic Equity

Domini Social Equity is a passively managed no-load fund that tracks the *Domini Social Index*. (The Index spurns firms involved in tobacco, alcohol, gaming, weapons, and nuclear power and favors those with progressive environmental, labor and other social policies.) Its growth tilt has helped it to three- and five-year returns that best the S&P index. Rated "High" performance and "Average" risk. "Domini's shareholder activism gives the fund added appeal. A good core holding." Expenses: 0.25 percent 12(b)1 hidden load, 0.50 percent administrative fee, management fee 0.20 percent. "Fees rose to 1.17 percent as of the most recent annual report, —the fund might fritter away its edge with high expenses." (800) 762-6814.

Mid-Cap Value/Blend

Ariel Appreciation "is a solid fund that provides some much-needed diversification to a socially conscious portfolio." "Average" performance, "average" risk. It holds big stakes in financials, services, and industrial cyclicals, and doesn't invest much in technology. "One drawback: Ariel isn't as aggressive in its social screening as many of its SRI peers." No-load, 0.25 percent 12(b)1 hidden load, 0.65 percent expense fees. (800) 292-7435.

Mid-Cap Growth

Citizens Emerging Growth is a highly aggressive fund with a huge technology stake, currently 40 percent of assets. "High" performance, "average" risk. Screens out companies involved with weapons, alcohol, tobacco, as well as those that engage in workplace discrimination or union busting. "Tech stocks have boosted returns but they could also lead to volatility." No-load, 0.25 percent 12(b)1 hidden load, 1.00 percent management fee. (800) 223-7010.

Fixed Income

Calvert Social Investment Bond invests mostly in mortgages and mid to high-quality corporate bonds. The fund avoids Treasuries because their proceeds could finance government defense spending. "Its long term record is respectable." "Below average" performance, "below average" risk. 4.75 percent front-end load, 0.35 percent 12(b)1 hidden load, 0.70 percent management fee. (800) 368-2748.

International

Calvert World Values International Equity is one of the few SRI international funds available and the only one with a three-year record. "The fund lands in the middle third of the foreign-stock group. Here social investors have to settle for average." "Average" performance, "average" risk. 4.75 percent front-end load, 0.10 percent 12(b)1

(continued on page 28)

ANPR at 25

Mark your calendar now! The Ranger Rendezvous to commemorate the 25th year of the Association of National Park Rangers is set for Oct. 29-Nov. 2, 2001, at Jackson Hole, Wyo. The gathering is booked for the Snow King Resort, site of the first Rendezvous in 1976.

Three past ANPR presidents — Rick Smith, Maureen Finnerty and Rick Gale — have agreed to organize the program based on the theme, "What we were, what we are, and what we can be." Their idea is to look at the three major disciplines most ANPR members practice — resources management, protection and interpretation — examine what rangers did in the late '70s

(when ANPR started), what they do today and what they are likely to be doing in the future.

Additionally, they propose short features (limited to a few minutes) throughout the Rendezvous — possibly called "vignettes of contemporary America" — to allow individuals to relate contacts with people/visitors that have been unusual and memorable.

Organizers will make a special effort to bring back many of the individuals who attended the inaugural Rendezvous.

Storytelling, hospitality and fun will abound! Clearly, this will be a Rendezvous not to miss! □

Meet in Knoxville, Tennessee, for Rendezvous

M your reservations now for ANPR's Rendezvous March 14-18 at the Hyatt Regency Hotel in Knoxville, Tenn. Host parks will be Great Smoky Mountains National Park, Chickamauga and Chatta-nooga NMP and Big South Fork NRR.

The hotel is on a hilltop overlooking the Tennessee River and within walking distance to downtown and the recently renovated waterfront. The Gateway Pavilion, a joint interpretive center featuring natural resources of the Southern Highlands (including Great Smokies) and the latest cutting-edge technology from Oak Ridge National Laboratory, is on this waterfront.

Knoxville is served by several major airlines. It is less than three hours driving time from Atlanta and is an easy day's drive from Washington, D.C.

Don't delay in making your hotel room reservations. The room block is reserved until March 1 for a conference rate of \$80 single/double, plus tax. For reservations call (423) 637-1234 or toll-free at (800) 233-1234. Specify the name of the group — Association of National Park Rangers — when making reservations.

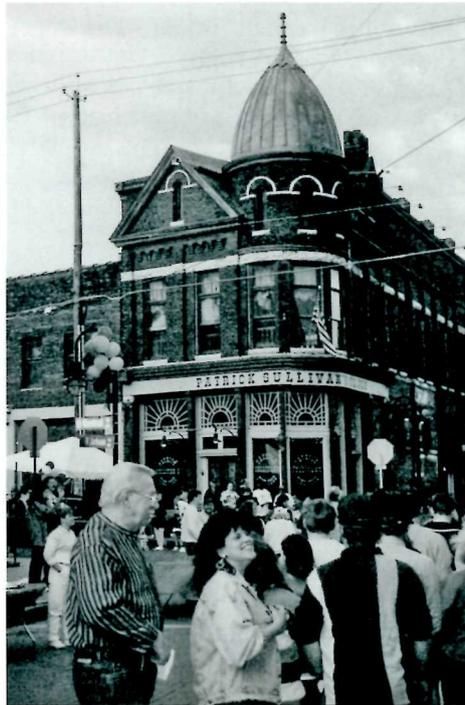
Workshops and Presentations

Rendezvous 2000 will feature workshops and keynote and panel presentations on a variety of topics of interest to NPS employees. Blanca Stransky of Denali is the program coordinator and Paul Stevens Cape Hatteras is coordinating the exhibits. If you are interested in conducting a workshop, have ideas or suggestions for workshops or have a lead on a possible vendor for the exhibition, contact either Stransky or Stevens. If you are interested in helping with any aspect of the Rendezvous, contact Bill Wade at jwbillwade@aol.com or (520) 615-9417.

A full "free day" on Friday is planned so that visits, including a few structured field trips, can be taken. Additionally, the traditional golf tournament will be held that day. Since St. Patrick's Day falls during the Rendezvous, an appropriate fete can be expected.

Training Opportunities

Tag on some annual leave to attend the



OLD CITY: Everything old is new again in Knoxville's Old City, a bustling neighborhood of restaurants, boutiques, coffee houses, galleries, antique stores, nights clubs and a few residences.

Rendezvous, and then attend an official training course that applies to employees in many different realms of park preservation and protection:

► **Integrated Pest Mgt. & Public Health Safety** - March 19 and 20 (Sunday and Monday). IPM Specialist Carol DiSalvo teams up with Ben Pagac, DOD, and Bill Currie, IPMI, to bring you the latest information on these two topics. The class held in Tucson in December '98 was a full house and had rave reviews. Tuition cost is \$200 per person if member of ANPR/ANPME; \$250 if non-member.

► **Structural Fire Prevention Basics** - March 19. Learn about structural fire and its prevention with Structural Fire Specialist Hal Spencer as he presents a four-hour training session. Do you understand the difference between a smoke detection system and fire sprinkler system? Do you know when and when not to use a fire extinguisher (you will have the opportunity to use one)? Spencer is on the Structural Fire (SF) National Steering Committee and with the current

emphasis on these important issues (senator and GAO inquiries), he will update you on the status of Director's Orders #58. DO-58 stipulates each park unit having a SF coordinator, so get your park moving on this target. Tuition cost will be nominal (TBA).

► **Compass II** - March 20 - 25 (Monday - Friday). This NPS-mandated course provides an orientation to the National Park Service. You need it somewhere along your career, so try and take it in Knoxville. Scot McElveen, chief ranger at John Day Fossil Beds NM, will coordinate the course. Tuition is \$250 per person for NPS employees (regardless of ANPR/ANPME membership).

How to apply: Submit an SF-182 to ANPR Board Member Lisa Eckert, P.O. Box 651, Hazen, ND 58545 (she will forward them to the appropriate sources for billing). Call her at (701) 745-3309 with questions or e-mail leckert@westriv.com. Note: Eckert is ending her term as the ANPR board director for education and training; she will overlap with the newly elected board member to ensure these courses are held.

All courses will be held in Knoxville at the same hotel as the Ranger Rendezvous. All travel, lodging, per diem and tuition expenses will be your park's (benefiting account). These training opportunities are offered as a service to ANPR/ANPME members and NPS employees. Courses will also be advertised on NPS bulletin boards.

Registration

Registration is \$45 prior to the Rendezvous and \$55 on-site for ANPR or ANPME members. Rates somewhat higher for non-members, and lower for "significant others" and first-time attendees.

Raffle

Remember to bring your raffle items to the Rendezvous. If you prefer to send them ahead or won't be attending the Rendezvous, send items to:

Great Smoky Mountains National Park
107 Park Headquarters Road
c/o Debbie Huskey
Gatlinburg, TN 37738

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.

Heather Boothe (ACAD 93-94, PORE 96, YOSE 97, REDW 97-98, WHMI 98-99) is an Intake trainee/education specialist at Mammoth Cave. Previously she was an education technician at Whitman Mission NHS.

Cathy Buckingham (BLRI 96, GLAC 99) is a protection ranger at Glacier. Previously she was an interpretive ranger at Blue Ridge Parkway. She also has worked in state parks for three seasons.

Jim Cheatham (BIBE 93,97, LAME 97-98, GUMO 98-99) is a resource management specialist at Catoctin Mountain Park. He previously was a biological science technician at Guadalupe Mountains. In 1996 he returned from the Peace Corps in West Africa. Address/phone: 6602 Foxville Road, Thurmont, MD 21788; (301) 416-0536.

Ryan P. Levins (NAFE 93-95, GUMO 95-96, LAME 96-997, JEFF 97-98, YOSE 98-99) is a protection park ranger, Gulf Coast District, at Everglades. Previously he was a correctional officer at Yosemite.

Jeannine McElveen (ASIS 93-94, Social Security 94-96, INS 96-97, DEVA 97-99) has a permanent job, administrative technician, at John Day Fossil Beds.

Valerie Naylor (COLM 84, ORPI 85-87, BADL 87-94, PEFO 94, BIBE 94-99) is superintendent at Scotts Bluff National Monument and Agate Fossil Beds National Monument. Previously she was chief of interpretation and visitor services at Big Bend National Park and Rio Grande Wild and Scenic River.

Mike, Tina and Seth Orcutt are happy to announce the arrival of a healthy baby girl, **Kayla Elizabeth**, born on Oct. 3 at 7 lbs., 5 oz. and 20 1/2 inches. Tina is chief of interpretation at Booker T. Washington NM.

Retirement Wishes

I never thought the day would come when my Dad told me he was retiring after 41 years of service. I was born into the NPS as a "park brat" and lived in national parks all my life, so I can't think of many other ways of growing up that would be better. Robert E. Scott (Bob) started his Park Service career in the late 1950s after graduating from Humboldt State University with a bachelor's degree in wildlife management. His first ranger job was at Crater Lake, where he met my mother, who worked at the lodge. His career took him to Carlsbad, Petrified Forest, Glen Canyon, Grand Canyon, Sequoia/Kings Canyon, Fort Clatsop, Craters of the Moon and San Juan NHS, where he retired as superintendent.

One of the things I admired about him, even though he came from the old school, was he always was a forward-looking person. We often have discussed the old times working as a ranger and how times have changed in the parks. I've heard him recount special memories, one while working at Glen Canyon NRA in the early

Craig Patterson (YOSE, GRTE, JOTR, DSC) has taken early retirement from the NPS and will work part-time as an environmental engineer in the private sector. He and his wife, **Sherri**, climb mountains and are active in the Colorado Mountain Club. Address/phone: 10175 Glennon Drive, Lake-wood, CO 80226-2732; (303) 989-8259.

Valerie Pillsbury (GRCA 84-87, LAVO 88-91, YOSE 91-99) is a district interpreter at Sequoia National Park. She was the visitor centers manager at Yosemite. Address: P.O. Box 34, Sequoia NP, CA 93262-0034.

Kristy Sholly (ARCH 96, CANY 96-97, DEVA 98-99, OLYM 96-99) is an interpretive park ranger at Mojave National Preserve (Intake Class of 1999). Previously she was a visitor use assistant at Death Valley National Park. Address: 1501 Lilly Hill Drive, #387, Needles, CA 923633; pupfish



FAMILY MATTERS: Robert E. Scott, left, and his son, Eric Scott, are a father-son park ranger duo.

1960s before completion of the dam. He took Lady Bird Johnson down the Colorado River by raft. Later she sent him a thank-you note, which he still has. It puts into perspective how long he has enjoyed working as a park ranger.

I began my Park Service career almost 13 years ago and have asked Dad for career advice on many occasions. I look forward to a long, fun career as a ranger, — and maybe I'll beat his 41 years. I now have children of my own, Adam, 3, and Hannah, 1, and I hope to pass along a great legacy that all of us who work for the NPS now enjoy. Happy retirement, Dad!

— Eric Scott, Lake Roosevelt NRA

@concentric.net.

Leslie H. Spurlin, whose father, **Dwight Hamilton**, was a Park Service employee, is searching for **Ann Lacy**, the widow of **Nat Lacy**. Nat was killed in a vehicle accident in Rocky Mountain National Park in the 1960s. He worked in Yellowstone in the '50s and in Rocky Mountain in the '60s. Ann Lacy had three children, including Ruth and Roger. Anyone with information about the family may contact Spurlin at (970) 245-8327 or at kapaahu@juno.com.

Philip Swartz (BLRI 82-84, NISI 84-86, BLRI 86-91, CANA 91-95, VICK 95-99) has left a protection ranger position at Vicksburg National Military Park and is working at Yosemite National Park as a protection ranger near the Hetch-Hetchy Reservoir in the Mather District. He and his wife, **Sally**, were excited about the move

In Print

My Ranger Years

Gordon Wallace; Sequoia Natural History Association and Lamplighter Press, 1993; 175 pages, available in paperback.

By Kevin Moses

Great Smoky Mountains National Park

"Resplendent in my new uniform, I reported to Chief Ranger Spigelmyre early next morning, May 1, 1935, to begin my duties as temporary ranger in Sequoia National Park."

So begins Chapter Two of retired ranger Gordon Wallace's memoir, "My Ranger Years." And it does well to set the tone for the remainder of the book, into which Wallace has successfully injected a fervor and passion for both his work and what he calls "the area that I love above all other places on earth."

Amidst tremendous hardships plaguing the country during the Great Depression, young Wallace sauntered up to the doorstep of Sequoia's then superintendent and boldly asked him for a job. Several years later, Wallace had a wealth of experience worthy of a most engaging book.

I was so impressed with Wallace's idyllic writing style that I read the book twice. And both times I could genuinely see in my mind the magnificent landscape of the High Sierra as Wallace exquisitely described it. I even pulled out my maps of the park so I could get a perspective on the layout of the various districts in which he lived and worked. I can't recall ever being moved so greatly by an author's affection for what he did and where he did it.

In describing his time in Sequoia, Wallace goes beyond the simple act of reporting. Here is a man who forged a kinship with an entrancing landscape, and he knew he was blessed because of it. He describes himself

as having, "the privilege of roaming," and "joy in my heart," and says the land, "touched the chords of my soul." His command of poetic language provided him the rare and singular ability to pay justice due to a land as magical and deserving as the High Sierra.

In depicting this veritable Shangri La, Wallace carefully chooses phrases like "other-worldly" and "soul-stirring." After taking the reader on a guided journey through the Kern Canyon, "a stupendous cleft in the earth," Wallace offers an admonition: "But do not come and roam here unless you are willing to be enslaved by its charms. Its beauty and peace and harmony will entrance you. Once it has you in its power, it will never release you the rest of your days."

Wallace doesn't limit his tribute only to the Sequoia itself; he celebrates also with peerless eloquence the job, the purpose, the lifestyle of a backcountry ranger—a figure who he says must be self-reliant, resourceful, steadfast, courageous, pragmatic, mentally and physically tough. And he does so in the very heyday of rangers; back when they routinely rode 30 miles a day in the saddle, maintained landlines across rugged and broken terrain, and rescued wayward fishermen by "fashioning a loop in the rope, placing it around his body just below the armpits," all the while never uttering a word of complaint. He relates firsthand accounts of the daily tasks common to his charge. Measuring trail mileage, relocating bears, ski patrol, replacing horseshoes, smokechasing, tracking down plane crashes and conducting snow surveys were just a few of Wallace's duties. All this he did stoically for \$140 a month.

Wallace also reminds us that even rangers of yesteryear weren't free from administrative struggles. He relates the difficulties he encountered trying to secure a permanent appointment with the Park Service and the headaches he faced with the sometimes poor quality of housing. He even had to purchase

his uniform with his own resources. And, of course, he did this cheerfully, for to him, it was a uniform of "spotless and sartorial perfection," one that had "real class."

Intermixed through it all, Wallace keeps the tempo of the book compelling as he speaks of near-disastrous horse accidents, patrols to the summit of Mount Whitney, encounters with bears, mountaineering mishaps, unscheduled nights spent shivering under a fir tree, and his own near-drowning experience. Wallace cherished the adventure inherent to rangers in Sequoia's backcountry.

"In my mid-twenties, animated by a deep sense of adventure, there was hardly a risk I would not take to experience the unbounded exhilaration that lifted me above ordinary mortals," says the author, remembering a particular trail on which he often let his horse tear off in full gallop. In a typical season, Wallace logged 1,300 to 1,400 miles in the saddle over rugged country.

Through many of these miles, he would have with him the companionship of good friends. Like adventure, friendship was paramount to Wallace.

Throughout his book, he recounts time well spent with buddies and how he often rode long distances to meet them and provide a guided trip into his backcountry paradise. He continually mentions those particularly dear friends with whom he has been diligent to maintain enduring lifelong relationships. He even nurtured friendships with his ponies.

In producing "My Ranger Years," Wallace created a true work of art, a masterpiece. And I can't help but wonder if he had "a song in his heart" every hour that he spent putting pen to paper to relive the magic he knew in his beloved Sequoia.

If only I could somehow arrange to sit around a campfire and listen to this venerable ranger retell with gusto the tales of his time in uniform in an enchanted land.

In fact, I did. And you can, too. Light a fire, pull up your favorite chair, take a sip from a steaming mug and read this book. □

All in the Family *(continued from page 26)*

and invite their Park Service friends to visit. Address/phone: 8094 Hetch-Hetchy Road, Groveland, CA 95321; (209) 379-9038.

Michelle (Supernaugh) Torok (CAHA 90-92, OLYM 92-97, MORA 97-99) is a supervisory visitor use assistant at Lassen Volcanic National Park. She previously worked in the same position at Mount Rainier. She

married **Michael Torok**, an NPS seasonal wildland firefighter, in October 1998.

Gretchen Ward (CABR 85-86, 87, DEVA 86-87, 87-88, MEVE 88, PEFO 88-90, BLM 90-94, USFS 94-95, MEVE 96-99) is a historian at Natchez Trace Parkway. She previously was an administrative assistant at Mesa Verde. □

CORRECTION: Cindy Crowle (CURE, MEVE, GLAC, EVER, ORPI, VIIS, NOCA) moved in June 1999 from North Cascades Skagit River district ranger to Dinosaur Green River district ranger. Work address/phone: Box 128, Jensen, Utah 84035; (435) 789-2115, ext. 4003.

Chief Rangers *(continued from page 21)*

you want to support the concept of hiring employees with backgrounds identified in Ranger Careers, then you should be looking for employees who have at least 24 college semester hours in some natural or physical science or American history. It makes sense that those who have shown an interest in resources before will continue to pursue a resource interest as NPS employees.

Brion Fitzgerald of Gettysburg NMP continued the emphasis on hiring the right people for the job. His philosophy is to look for "a person that knows what they want to do, rather than a person that knows what they want to be." In other words, find people that want to do the job at hand and avoid people that really want to do some other job like being a police officer, a paramedic, or an entertainer.

Ginny Rousseau of Shenandoah National Park described a well thought out resource-based protection program. They use a similar scheme to that of Saguaro in that they assign one ranger per shift to

frontcountry/response patrol. However, this ranger is also expected to concentrate on resource protection in the frontcountry absent some urgent response need (see "Strengthening Our Resource Protection Programs—Completing the Implementation of Ranger Careers" by Clay Jordan, *Ranger*, Fall 1998).

In her presentation, Rousseau stressed that completing programmatic assessments at the park level for such things as EMS, SAR, structural fire, etc. helps everyone understand what level of response is adequate for the park. Keeping training and equipment at levels identified in the assessments can help prevent having a program that is out of balance when considering resource protection versus emergency response. Again, we are accomplishing work for the greater good of the park and the Service, and not exclusively because it is the work we like best or it is what we're good at.

Finally, class participants were required to divide into teams of three or four and prepare a position paper addressing a supervision, management, or leadership issues

facing the NPS. Participants were to prepare these papers at their home park units.

So what in the #!?!*&#? does the chief ranger do for the NPS anyway?

Chief rangers ensure that the work produced by park rangers remains relevant to the longevity of the National Park System. Chief rangers provide a link between the traditions of rangers past, present, and chief rangers establish and manage protection and/or interpretation programs that adequately balance resource education, resource protection, and public use management. future. And most importantly of all, chief rangers grow the park rangers of the future. Rangers who will zealously protect and interpret the resources of the National Park System for as long as the American taxpayers allow it, and rangers who remember who they are and what they stand for in the best and worst of times. □

Scot McElveen is chief ranger and chief of natural resource management at John Day Fossil Beds National Monument.

Retirement *(continued from page 24)*

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If you are inclined to invest in SRI funds these are probably the best. However, please take a look at the expenses of these funds before you jump in. For a good website to calculate just how much fund expenses cut into your profits pull up www.andrewtobias.com/. Another site to evaluate your stock funds is www.fundalarm.com/.

TSP Changes

The TSP will add two new index funds next May. One is a small cap-fund (S-Fund). No word on which Index it will follow, but it probably will be the *Russell 2000 Index*. Professor Sherman Hanna, Ohio SU, recommends small-cap stocks for people with at least a 20-year time horizon, despite their short-term volatility. He states "over two decades, small-cap funds actually have higher returns than large-cap funds. Overall, small-caps' worst 20 year period was better than large-caps' worst 20-year period." He also says "*small-cap funds outperform only if you continue investing in them by putting the same percentage of your*

income into small-cap funds each year."

The other new fund is an International Fund (I-Fund) that will probably follow the *MSCI EAFE Index*.

By next March residual effects from any Y2K problems should have dissipated. My suggestion is to keep a core holding in the C fund – at least 75 percent to 80 percent. Then, *if you want to further diversify*, split the remaining into the two new funds.

Other upcoming TSP changes:

- Open seasons will be April 15 to June 30 and Oct. 15 to Dec. 31.
- The TSP will become a daily (versus a monthly) valued plan with transactions processed each business day.
- Account balances, which heretofore have shown only dollar amounts, will show shares and share prices as well.
- The TSP will issue quarterly (versus semi-annual) statements for the periods ending March 31, June 30, Sept. 30 and Dec. 31.
- Employees may allocate future contributions at any time by using the Thriftline (504-255-8777) or the TSP website (www.tsp.gov) or by submitting Form TSP 50 directly to the TSP record keeper.

Contribution changes formerly were processed only during TSP Open Season. There will be other changes regarding loans and withdrawals. Additional details on all the changes will be available before May 2000 in booklets available through the TSP. Human Resource personnel should get enough copies so every employee can have their personal copy. □

— Frank Betts, Retired



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

Name(s) _____ Office phone _____
 Address _____ Home phone _____
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Important Notice

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

Dues are based on annual income. Please use current income level to determine your payment.

Type of Membership

(check one)

Individual **Joint**
 One year Two years One year Two years

Active (all NPS employees and retirees)

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Under \$25,000 annual salary (GS-5 or equivalent)	<input type="checkbox"/> \$35	<input type="checkbox"/> \$65	<input type="checkbox"/> \$50	<input type="checkbox"/> \$95
\$25,000 – \$34,999 (GS-7/9 or equivalent)	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
\$35,000 – \$64,999 (GS-11/14 or equivalent)	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145
\$65,000 + (GS-15 and above)	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145	<input type="checkbox"/> \$90	<input type="checkbox"/> \$175

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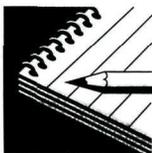
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- ANPR may publish a membership directory, for distribution to members. May we publish your:
 - e-mail address?** yes no
 - home address?** yes no
 - home or office phone?** yes no

- 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
 - ___ **GS/WG level** (This will not be listed in a membership directory)
 - ___ **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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 26 S. Mt. Vernon Club Road
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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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