

RANGER

The Journal of the Association of National Park Rangers

Vol. XVII, No. 2 Spring 2001



Working with Other Agencies

Letters

ANPR: Don't Throw It Out Yet!

In the Winter 2000-01 edition of *Ranger*, the articles, "ANPR Board Responds to Member Proposal" and "It's Time to Move Onward," suggest that the Association of National Park Rangers may have served its purpose and it is time for a new organization.

I disagree. Yes, I'll agree that ANPR has lost its effectiveness. But I think we need to correct the deficiencies of the organization rather than throw it out. There is still a need for a voice "for and by rangers." But what we are lacking is a clear vision of where we want to go and how we are going to get there. This is most important if you are to energize the membership and board and attract new members. For too many years we have been acting like a government bureaucracy and less like a non-governmental organization, which would tend to take more activist positions. Like a true NGO, we should be aligning ourselves with other environmental and educational organizations interested in promoting the mission of the ranger. Perhaps we aren't attracting new members because there is an impression that we are not taking strong positions on key issues and they are looking to other organizations to promote professionalism in their particular field.

I also disagree with those who say that the major challenges for rangers have been overcome. Just ask any ranger who has failed any aspect of the new medical exam. Also, Ranger Careers is far from complete. The pay issue was just one portion of the initiative. Lots of work remains to be done on ranger qualifications, recruitment, intake, field training, career paths and retirement issues. In addition to these personnel issues, ANPR should be developing and advocating strong positions on resources protection, education and public use management issues both within the Service and on the legislative front. For example, ANPR should be taking strong positions to elevate the issue of the continuing decline of park resources through

widespread poaching and trafficking of flora and fauna.

The comments made on congressional issues startled me. The statement was made that Congress hasn't asked ANPR to testify on any issues recently. Perhaps we should be working closely with NGO partners to get more of our concerns alleviated and into the public arena. Don't wait for Congress to come calling on us. There are so many issues and lobbyists here in Washington, D.C., that our issues won't be addressed unless we make the effort to elevate them.

The solution proposed by the authors to address the woes of ANPR are premature. We need to attempt to "re-engineer" ANPR before throwing it out. The proposed Association of National Park Employees (ANPE) is not the answer. Yes, a new ANPE might increase our membership numbers initially, but this new watered-down organization might drive many existing members to the GWS, FOP and NAI, where the real ranger professional issues will be addressed. I can't imagine that this new ANPE would take a strong stand on ranger issues when there would be other ANPE members from an administrative background who are still not supportive of Ranger Careers.

In regard to broad issues like housing, perhaps the Employee and Alumni Association would be willing to become an active player in these discussions and on other issues that affect many groups of employees. ANPR or a new ANPE should not try to be everything to everyone. If other disciplines have major issues to address, they should form their own associations.

Once again, I doubt that within a new ANPE would we be able to develop a strong consensus on critical issues to rangers. So before turning off the lights on ANPR, let's re-examine our mission, develop a clear vision and change the way we work. Only through this approach will we be able energize our members and board.

— Einar S. Olsen
National Capital Region Office

Endorse Proposal

I strongly endorse your proposal to combine the ANPR and ANPME into a single association representing all NPS employees. The name of that associations should reflect the intention to represent all employees.

(continued on page 28)



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ANPR Calendar

Board of Directors meeting	April 20-22
	Las Vegas, Nevada

<i>Ranger</i> (Summer issue) deadline	April 30
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Theme: Rangers in Remote Locations or Fire Management in the 21st Century

<i>Ranger</i> (Fall issue) deadline	July 31
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Theme: Park Service Fundamentals

ANPR Celebrates 25 Years Together	Oct. 29 – Nov. 2
	Jackson, Wyo.



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

Ranger (ISSN 1074-0678) is a quarterly publication of the Association of National Park Rangers, an organization created to communicate for, about and with park rangers; to promote and enhance the park ranger profession and its spirit; to support management and the perpetuation of the National Park Service and the National Park System, and to provide a forum for social enrichment.

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

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

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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, (503) 808-2170 or maberyken@aol.com.

Deadlines

Spring issue Jan. 31
 Summer issue April 30
 Fall issue July 31
 Winter issue Oct. 31

Submit copy to editor in Microsoft Word format or WordPerfect 7.0 (or earlier versions) 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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Cover: Emergency personnel carry a victim to the helicopter at Castle Tower, Utah. Photo by Larry Van Slyke. See story on page 12.

President's Message

A NPR 25—plans are definitely firming up for the silver anniversary of this dedicated organization! At our upcoming gathering in October, five different topic tracks are planned, exploring the past, present and future of each. Read on for more details!

Vignettes of the most memorable experiences in people's careers will be presented throughout the week. You sure don't want to miss those! Few keynote speakers will be presented; instead, specialists on the five tracks will be relied upon for their historical

perspective and vision.

Will there be *fun*? Of course, if *you* attend! A Halloween party holds much promise for craziness. I am determined to bring in a surprise or two, with help from well-connected ANPR members. Attendees make our Ranger Rendezvous' unforgettable and, most of all, *fun*! This is why you need to start making your plans now!

See pages 24-25 in this issue for details describing the innovative and unique Rendezvous coming up Oct. 29 – Nov. 2 at Jackson Hole, Wyo. □



We've Come a Long Way

Once it was typical for an NPS employee to work an entire career with little or no opportunity to work for another agency. In many parts of the country it was the exception for field employees to routinely work alongside other agency personnel, except when on wildland fires.

In 1971 William E. Brown, a leading interpreter at the time, published "Islands of Hope," which made a strong case for getting outside of park boundaries. About this same time, law enforcement authority was so new that most NPS managers were trying to show that their staff was professional enough to do it themselves (and many state and local authorities either had their hands full or didn't want to deal with a federal agency). Only a handful of the most progressive managers were exploring cooperative agreements. Even at that, work outside of the park was almost unheard of. Management plans at all levels stopped at the park boundary; little if anything was known about the resources adjacent to the park.

As the saying goes, "We've come a long way, baby!" Today most employees can have routine contact with other agencies. Nearly any employee can get an assignment with another agency — on a detail, a permanent reassignment, a training assignment or as an NPS employee working in another agency's office. You can work at the U.S. Fish and Wildlife Service's National Training Center, NASA, foreign parks/preserves, Forest Service-managed NPS sites (Gila Cliff Dwellings), interagency-managed sites, interagency teams (fire and ecosystem, in particular), and state parks.

With an Albright Grant, the opportunities are almost limitless. Employees have gone to training or on detail assignments with land

management and regulatory agencies, Xerox, Disney, concessions, airline companies and Wall Street-type companies.

The opportunity to work alongside our brethren on joint projects and operations has become the standard mode in these fiscally restrained times. From environmental education to emergency operations to resource and administrative projects, NPS employees are exposed to and contribute to teams that are getting the job done in new and different ways.

Who benefits? Ultimately the American taxpayer because we are learning how to work and manage national parks more consistently with state-of-the-art technologies. The days of reinventing the wheel because the national parks are "different" are rapidly diminishing. We maintain the sanctity of the NPS image and mission while drawing upon and contributing to the best any agency or organization has to offer. Who benefits? Along the way, every employee and each park has the potential to benefit.

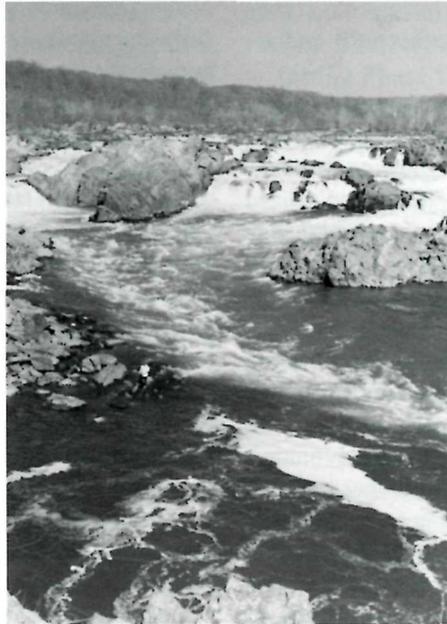
Shortly after I joined the Park Service, a cartoon circulated depicting an interpreter who wanted to interpret the night sky, but it was considered outside the park boundary. Today we laugh at this shortsightedness, but once it was a real issue. Truly the sky is the limit today when it comes to integrating parks, park themes and park operations with the rest of the world.

This issue of *Ranger* explores opportunities for employees to work with other agencies. Although we don't have articles covering the full range of interagency work, we have captured some of the most thought-provoking issues and will expose you to some of the more exciting opportunities. □

— Ken Mabery, Editorial Adviser



State of the Parks



By Mark Peterson

National Parks Conservation Association

In today's society, we've developed numerous diagnostic tests that quickly provide us condition assessments on just about anything of importance we chose to measure. Consider that, within a minute of a child's birth, five signs are evaluated to determine their Apgar score, a general condition of their health. Then annually thereafter, their vital signs are monitored in regular checkups. They'll take SAT or ACT tests for college entrance, and various IQ tests along the way. Later, they may gauge their prosperity through the Dow Jones Industrial Average, Consumer Price Index or GDP.

Each evaluation is based on a very limited number of indicators that together serve as a surrogate for the condition of a broader construct. These indicators tend to be generally reliable in most cases, but are not infallible, nor are they expected to be. Your vital signs may all be normal, but you could be dying from cancer or anyone of a host of chronic diseases operating beneath the radar of a general health check-up. They operate in the realm of probabilities, and given our limited understanding of human health, the economy or predictive measures of academic success, we are satisfied that these measures are useful, even if not infallible, indicators.

So, where is the yardstick to measure the health and general well being of our national parks? After all, we've been at this park management task in a scientific way for the better part of a century. What is the condition of our natural and cultural treasures at any given park unit? Are park resource conditions improving or getting worse? What resources are really taking it on the chin?

In an effort to answer those questions, the National Parks Conservation Association and the National Trust for Historical Preservation have initiated a State of the Parks program. It will offer a comprehensive, unbiased, quantitative assessment of the state of natural and cultural resources in at least 40 national park units across the country within the next few years.

Why is a State of the Parks perspective

worth achieving? There are at least three reasons, all equally important.

First, a comprehensive portrait of park resource condition is an effective way to secure actions that may be necessary to address resource degradation rather than talking about random resource problems. We can talk anecdotally about winter's poor air quality in Yellowstone, groundwater contamination in Mojave or the need for renovation at Glacier's historic hotels. Calling attention to these conditions is helpful to securing action. However, communicating a comprehensive assessment of a park's resources has much more power to attract the necessary attention of the American public and Congress. That increased at-

tention can be more easily translated into taking bold action to secure the actions needed to rectify resources in jeopardy.

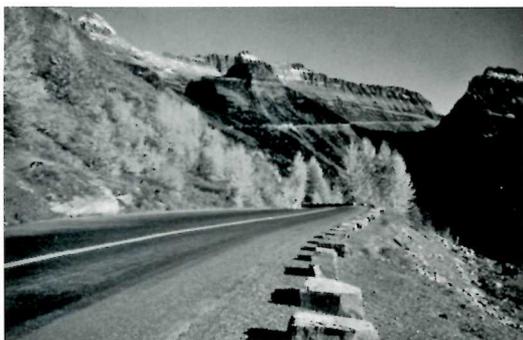
Second, selecting indicators and measures that are the same in each park being assessed will allow for comparability across parks. Comparability is something that has largely eluded the decentralized NPS natural and cultural resource programs, yet it is critical. Using compatible measures, we can make comparisons between parks and groups of parks. We can more easily discern which parks are doing well for our key indicators and which are not. Grouping parks, it allows us to present to the public, for example, "The State of the Marine Parks," or to compare geographic regions of parks.

Third, selecting indicators allows us to track those resource conditions over time. They allow us to answer important questions, such as are things getting better or worse and at what rate? Do the interventions we take to improve resource condition work? Knowing where we've been and the direction we're headed should be a fundamental tool for park managers and advocates alike.

Tarnished Jewels?

Today the National Park System has grown to 381 sites, covering more than 83 million acres of land in 49 states, the District of Columbia, American Samoa, Guam, Puerto

PHOTOS: Left, Denali National Park (by Teresa Ford), and above, Great Falls Park in Virginia (by Ken Mabery).



NPSphoto
Going to the Sun
Road at Glacier
National Park.

Rico and the Virgin Islands. Collectively, these sites contain a significant portion of our nation's biological diversity and a vast collection of nationally and globally significant historic structures, archeological sites, cultural landscapes, and collections and archives that tell our nation's story.

Yet, over the decades we've learned that the designation of a national park does not automatically preserve the resources such designation was meant to protect. Faced with competing demands for its limited resources, the NPS has traditionally emphasized improving visitor facilities and services, a practice called "facade management." Park visitors have reinforced these priorities, wrongly believing that if a park's facilities were in decent condition and the scenery was spectacular, the park was adequately protected.

Unfortunately, decades of stresses and threats that haven't been addressed have resulted in clear evidence of significant resource deterioration and loss, often imperceptible to the average park visitor. These special places are experiencing stresses that couldn't have been foreseen even a few decades ago. No longer isolated, national parks are under increasing pressures from adjacent development, habitat fragmentation, cultural resource degradation, skyrocketing visitation, air and water pollution, and increasing motorized use such as snowmobiles and jet skis. Due to a chronic lack of funding and other priorities, historic structures suffer from deterioration throughout the system. Nearly one-half of collection storage facilities don't meet professional museum standards for preservation, and most cultural landscapes are inadequately inventoried.

The Park Service's only State of the Parks study, conducted in 1980, reported 73 different types of natural resource threats to parks and organized them into seven categories: aesthetic degradation, air pollution, physical removal of resources, exotic encroachment, visitor physical impacts, water quality and quantity changes, and park operations. Biological threats to mammals and plant species were reported by more than 130 parks. Over 100 parks reported threats to physical resources including degradation of park air and water quality. More than 100 parks also reported threats to their scenic resources. Among the large parks, an average of 24.5 threats per park were reported, with some parks documenting over 60 threats to their resources. Glacier National Park was identified as the most endangered park, and Chattahoochee River National Recreation Area as having the most external threats (64). No similar assessment has been conducted for NPS cultural resources, often an orphan to the system's spectacular scenery and fabulous fauna.

A recent General Accounting Office report questions whether the NPS is managing the lands it controls in a manner that will protect them for future generations. In 1998 the GAO reported to Congress that "conditions in many parks are deteriorating," and referred to backlog maintenance estimates from NPS as high as \$6.1 billion, although they stated these figures are unreliable. This backlog has

a direct impact on protecting park resources. For example:

- Leaks of up to 15,000 gallons of sewage seeping from antiquated sewer lines in Yellowstone National Park are common place;
- At Chaco Culture National Historic Park, nine ancient Anasazi stone structures are collapsing;
- At Dry Tortugas National Park, Fort Jefferson is deteriorating, and architectural safety concerns limit visitors' access to this 1846 historic fort, the largest all-masonry fortification in the Western world.

While these stresses mount and our heritage suffers, the NPS Natural Resource Stewardship and Science Program remains woefully understaffed and inadequate to fully analyze the problem and convey these concerns to the public and Congress for resolution. For example, despite this crisis of resource preservation, only 7.5 percent of the NPS budget was devoted to natural resource management in fiscal year 1999 and less than 5 percent of permanent staff to jobs directly related to natural and cultural resource preservation. NPS has estimated its backlog of unmet natural resource needs is over half a billion dollars. Similar figures for cultural resources are less clear. These threats pose questions about long-term viability of park resources.

According to numerous sources — books, reports and scientific papers published in the last decade — the problems facing the NPS result largely from a lack of scientific information. Without science to identify problems, inform managers about potential solutions and provide credible evidence to support controversial decisions, the performance of the NPS to protect the resources under its care will remain far short of what its Organic Act calls for. Indeed, the National Research Council reported: "In all, a dozen major reviews of NPS science and management over a period of 30 years provided specific recommendations for strengthening science in support of better management of the national parks. Many of the suggested improvements were recommended time and time again. But very few of the recurring recommendations have been effectively or consistently implemented."

The State of the Parks Program

Increasingly, park managers, ecologists and cultural resource specialists recognize the need for a new analytical approach to assess resource degradation. An emerging and promising approach to ecosystem understanding is the notion of measuring ecological *integrity* through identification and assessment of a natural system's *vital signs*, and *commemorative integrity* ratings for cultural resources. Scientists are taking this concept and applying it to whole ecosystems in an effort to assess and summarize the state of resource conditions for a particular ecosystem. Likewise, Parks Canada has developed the concept of commemorative integrity to describe the health of their national historic sites. Parks Canada created this approach in response to the need for a systematic framework to monitor the state of the sites under their stewardship under a 1988 federal law mandating these condition assessments.

Parks Canada's assessments to date are sobering. Their 1997 report states that 31 out of its 38 national parks reported ecological stress ranging from "significant" to "severe" and in 13 parks these stresses had increased in intensity since 1992. Similarly, assessing the integrity of eight historic sites, Parks Canada found only one site

deserving of a “good” condition rating.

Building on the Canadian model, and with the advice and counsel of the National Trust for Historic Preservation (NTHP) on measurements of cultural and historical data, NPCA will develop a park resources assessment methodology for the National Park System in collaboration with scientists at Colorado State University and other universities across the country. This will be the first time that such a comprehensive, independent resource assessment program will have been undertaken for our national parks.

The State of the Parks program will be conducted in three phases over a five-year period. **Phase I** will identify indicators and sources of information and develop the methodology that will be employed using four test parks. Those parks are **Adams NHP, Waterton-Glacier International Peace Park, Point Reyes and Rocky Mountain**. They collectively represent different resources, management challenges and geographic diversity. All four initial park assessment are expected to be completed by this May. We plan to publish preliminary State of the Park reports for these parks soon thereafter.

While not officially sanctioned by the NPS, this program seeks the informal cooperation and voluntary participation of the Service. Since it relies on the collection of information that already exists, the time requirements on NPS staff will be minimal. The benefits are considerable: identification of key natural and cultural resource indicators, obtaining data from a variety of sources outside of NPS, compiling this data into a user-friendly database, an independent assessment, and a grassroots plan with a congressional component to advocate for specific park resources. All costs for the program will be privately funded.

The project will rely largely on existing data from the NPS, other agencies and organizations. Common categories will allow us to better compare resource conditions from park to park. While the methodology is still in development, we anticipate the report card may be organized by these broad categories:

- I. Natural Resource Condition**
 - A. Native Biodiversity
 - B. Invasive Species
 - C. Air, Water, Noise, & Night Lighting Pollution
 - D. Altered Natural Processes (e.g., fire suppression, river impoundments)
 - E. Adjacent Land Use
 - F. Climate Change
 - G. Park-Specific Resources of Special Concern
- II. Cultural Resource Condition**
 - A. Historic Structures
 - B. Archeological Resources
 - C. Collections & Archival Materials
 - D. Ethnographic Studies
 - E. Cultural Landscapes
 - F. Resources of Special Park Concern
- III. Conservation Capacity**
 - A. Park Funding & Staffing
 - B. Visitation
 - C. External Threats
 - D. Adequacy of Planning Documents
 - E. Local Public Support/Significant Partnerships

The third category, conservation capacity, differs from the resources above. Here the attempt is to put in context the park’s ability to conduct good resource stewardship. We have asked the question: “To what degree does the park have the ability to control its destiny?” For example, a park could rate rather low on resource condition, but the cause might be due to external threats over which

NPS has little control. This category will help to provide that context.

We will work with assessment parks to identify park-specific indicators and data, and in drafting the report. Then a report card for each park will be released, with major findings and recommendations highlighted. The results will also be placed on the NPCA and NTHP web pages, and shared with appropriate local, state and national elected officials, and the NPS.

During **Phase II** we will apply the methodology developed in Phase I to a much broader suite of national park units. This effort will be implemented by selecting and training regional graduate students. Each will conduct conservation assessments in parks within different geographic areas, using several universities across the country.

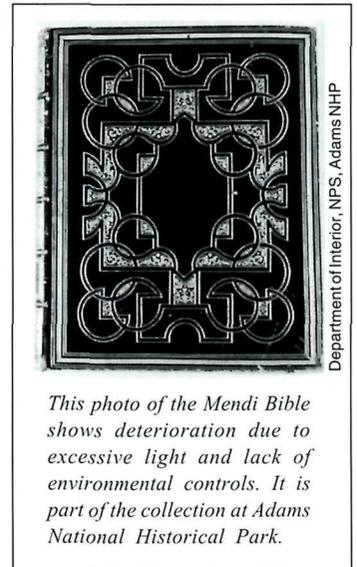
Broad Perspective for Final Phase

The first two phases of the project are focused on conservation assessments of individual park units, i.e., the scale of analysis is the individual park. In the project’s third and final phase, we will step back and analyze the data from a broader perspective, using regional and thematic approaches. In this stage we are interested in the comparability of parks and groups of parks, one to another. At this stage we will compare data from the parks to summarize common problems and patterns of resource degradation and comparisons of groups of parks to one another. We also will analyze data on the national scale to identify problems and solutions across all parks.

The NPS is working in related but different arenas. Its inventory and monitoring program of parks’ “vital signs” will identify indicators for long-term monitoring of critical resources. The NPS will conduct original inventories and select far more indicators with the aim of improving resource stewardship from within the agency. Their principle target is the NPS, not public education and congressional action. In addition, cultural resources aren’t included in this program. Even Yellowstone’s 1999 State of the Park report differs from our concept in adopting Government Performance and Review Act goals as its yardstick, a measure that assumes level funding and has a time horizon of five years.

All these efforts are important and each will play a role in the preservation of our park resources. The NPCA and the NTHP will look forward to working with many of the readers of *Ranger* to help us with resource assessment at, perhaps, your park.

If you have any suggestions for the program, particularly on indicators such as conservation capacity, feel free to contact me. The time is right for an independent assessment of the State of the Parks. Indeed, given the considerable anecdotal evidence, we don’t have a moment to lose. □



This photo of the Mendi Bible shows deterioration due to excessive light and lack of environmental controls. It is part of the collection at Adams National Historical Park.

Mark Peterson is director of the State of the Parks Program for the National Parks Conservation Association. He can be reached at mpeterson@npca.org.

Have you noticed that the National Park Service isn't just a land management agency anymore? Sure, we're still protecting the parks, but we're called upon to do a lot more than that these days. And we're called to do it both inside and outside our boundaries — public outreach, crime prevention, SAR prevention, and routine and emergency support to many community interests and agencies. As we've improved our professionalism in all disciplines, we're in higher demand to assist neighboring communities.

It's Not Just the Park Service Anymore

The Critical Role of Interagency Cooperation

By Mark J. Maciha
Carlsbad Caverns

PERSPECTIVE

Regarding our traditional park functions, nothing in our legislation says that we have to (or should) do it all on our own, although we've been proud of the perception that we do just that.

We are challenged to provide the highest level of service, both inside and outside park boundaries, and we are questioned when we don't. The public no longer sees us as just friendly rangers. They now demand a level of care in all our activities (administration, maintenance, resources management, interpretation and public safety) equal to or greater than our urban counterparts.

Our challenge is complicated by daily changes in technology and standard practices. It's difficult to handle all our park stewardship roles either individually or as a park. We just can't do it on our own and the public won't accept our old ways of doing business.

Although we still have park boundaries, the people we serve and those who influence us are often outside the boundaries. We need to work outside the box and seek help from outside our boundaries to survive. Are we really only the National *Park* Service anymore?

Working With Other Agencies

No matter what aspect of park management occupies the majority of your time, we all need to integrate our efforts with those around us to serve the missions of all involved. We can't get into the classroom to deliver our outreach programs unless we integrate our message with that of the school curriculum. We can't manage our resources as an island, excluding the external impacts. We can save time and effort while helping everyone by working together.

No discipline is exempt from the need to work with outside agencies to achieve the NPS mission. At Death Valley several agencies typically work together to manage motor vehicle accidents. The park provides EMS to victims, the county assists in traffic control, the highway patrol investigates accidents, volunteer firefighters provide fire protection and extrication, and the inter-agency dispatch center provides the link to the resources. The Carlsbad outreach coordinator works in concert with the school district to integrate our program into the school curriculum; our maintenance division depends on city assistance to stripe our roads. We must work hard to develop and maintain the relationships necessary to ensure the health of our park management programs.

Building Relationships

It may be obvious that our division chiefs and managers should be involved in building interagency relationships. I would argue that it is more important for employees at all levels to take an active role in efforts to maintain open communications with all levels in our cooperating agencies. With such a broad approach, it will be less likely that politics, personalities or lack of knowledge will drive any

of our management actions.

It's harder to disagree with your friends. Frequent communication on both a professional and a social level will build and maintain the relationships. We can agree ahead of time

how we'll handle our unified efforts and we'll have a good working relationship and knowledge of each other when it matters the most.

Accepting Help

Super Rangers. We can do it all and pride ourselves in doing it all. One aspect of the NPS that continues to motivate me after 21 years is the multidisciplinary public safety work. In few other instances will you find a public service agency that does so much with so little. However, we must accept the fact that we're not equipped or trained to handle every type of incident without the involvement of other agencies. Specialized training and expertise from others is essential to both manage incidents and carry out our day-to-day functions. Are you willing and ready to accept the fact that other agencies can help you, again without personalities and politics getting in the way?

Making Good Decisions

Good decisions come from good information and good information comes from a broad base of understanding from multiple sources. We tend to know a lot about a little. If we share this information and seek advice from the community, we will have a sound foundation for park management decisions. Further, these decisions will be supported by the political strength of the community.

The Media as a Cooperating Agency

When tough decisions are necessary, a good relationship with the media is invaluable. Nurture this before you need it so that as in other cooperating agency relationships, you can work out the differences and build the understanding beforehand. Recognize their role in keeping the public informed and the political power that can be developed with their support. This won't happen overnight, and as in other agency relationships, it will be developed through frequent communication from all levels in the park organization.

Relationships with Elected Officials

As with the media, relationships with local officials can make or break the park in its ability to survive controversy and to continue to operate with a minimum of interference. Elected officials who serve our neighboring communities are also a critical element in our ability to work with local agencies. They shouldn't be left out of the loop in our communication with the community.

Staffing for the Future

If we're going to have a new look in the future, we need to look to our employees. Are we searching for the best people who can best serve the community and park today and in the future, or are we still hiring people who fit the old NPS stereotype? We must shape the organizational culture of the NPS to develop, maintain and nurture relationships with our communities and supporting agencies. Think about it — we're not just the Park Service anymore. □

Mark Maciha, the protection specialist at Carlsbad Caverns, is working on his master's degree. Previously he was stationed at Death Valley.

Support for international cooperation between U.S.-Mexico land management agencies, including firefighting resources, has increased in recent years. On May 5, 1997, with the presidents of both countries support, a letter of intent between the Department of Interior and Mexico's Secretariat of Environment, Natural Resources and Fisheries (SEMARNAP) was agreed upon and signed. This document included plans for expanding existing cooperative activities. Specifically, the letter encouraged land management agencies to find ways to increase "the exchange of experience among personnel of the two countries, including methods of assessing and managing resources, training and the generation of new conservation strategies."

Wildland fires have burned across the international boundary and firefighting resources have been restricted by the boundary in their efforts to control them. The U.S.-Mexico Borderlands Wildfire Protection Agreement between DOI, the Department of Agriculture and SEMARNAP of June 4, 1999, has established a "zone of mutual assistance" where wildfire resources may cross the border to suppress wildfires on the other side of the border. The agreement also provides authority for the parties to cooperate on other fire management activities outside the zone of mutual assistance.

Big Bend's Fire Management Program has benefited for 10 years from the assistance of Mexican national residents living in villages immediately across the river from the park. Approximately 44 men have participated in a wildland firefighting program that began during 1990 and expanded in 1997. The firefighters are assigned to hand crews known as Los Diablos. This program has served as an example of cooperation between agencies of the two countries.

The National Park Service and the counterpart agency in Mexico initially established and trained an emergency firefighter crew from Boquillas del Carmen, Coahuila, in July 1990. Twenty-three Mexican national men completed the basic training course instructed by fire professionals from the United States and Mexico. Big Bend National Park proposed this training to address the park's problem of receiving firefighting assistance in a timely manner. Fire suppression resources from other U.S. agencies are distant from the park. International firefighting assistance was readily available.

By 1997 only 11 members of the original 23 Mexican national firefighters were active participants. In April 1997 another basic fire school with National Wildfire Coordinating Group courses in Spanish was offered, and 44 Mexican students completed the course. The Mexican villages adjacent to Big Bend (Boquillas, Coahuila; San Vicente, Coahuila; and Santa Elena, Chihuahua) sent students.

The current participants are willing workers, well accustomed to physical outdoor work, and willing to develop good skills from the firefighting experiences. The Diablo crews are organized and managed similar to the Southwest Forest Firefighter crews. The fire suppression hand crew supervision has been provided by NPS employees who are wildland fire-qualified and speak Spanish. Immi-

gration and Naturalization Service authorization for entering the United States under the parole authority for wildfire suppression is renewed each year.

Until September 1999 the Mexican firefighters had been restricted to emergency firefighting and prescribed burns within Big Bend. But large fires in California and elsewhere in the western U.S. exhausted the pool of firefighting assistance from across the nation. Canadian and U.S. military units were requested and provided assistance to the firefighting effort. Permission to allow the Diablos to respond to the emergency protection of the natural resources was requested from the the INS and the NPS.

The huge California firefighting effort added emphasis to the consideration of permitting emergency assistance. The agencies approved the request and the Diablos became eligible for parole into the U.S. on an annual basis to assist any emergency firefighting effort in the company of Big Bend staff.

Last May wildland fire conditions were extreme in the Southwest. Lightning ignited three fires in the Glass Mountains, south of Fort Stockton, Texas.

The fires spread into a 47,000-acre blaze that threatened ranch facilities, gas wells and livestock. The Texas Forest Service accepted management of the fire and made the call for firefighting resources. This was the out-of-park assignment the Diablos had been awaiting. For 10 days

17 members of Los Diablos worked on a Big Bend hand crew and an engine crew fighting the

Cook Ranch Fire. Their previous experience from the park fires proved invaluable, and the hand crew completed critical assignments in achieving control of the wildfire.

Los Diablos hand crews received three more out-of-park assignments—to Arizona, Colorado and East Texas—before the 2000 fire season was over. In the past 10 years, the hand crew assistance provided to the United States has included 73 days assigned to 14 wildland fires and three prescribed burns.

Operating under the direction of the Wildfire Protection Agreement, the park supported two requests for assistance on two Mexican wildland fire incidents within the "zone of mutual assistance" during the 2000 fire season. Mexican firefighting resources made use of the helicopter facilities and refueling support in Big Bend.

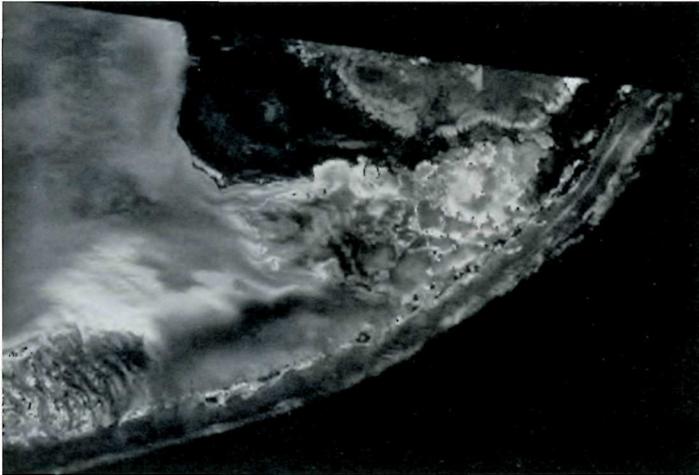
This wildland firefighting assistance from Mexico is timely to the firefighting effort in the United States, particularly in the Southwest. In recent years fewer and fewer firefighting resources to fill hand crews have been available, and any new source of firefighters is welcomed. □



By John Morlock
Big Bend

John Morlock is the fire management officer for Big Bend. Previous assignments included Bryce Canyon and El Malpais.

SPACE RANGERS?



Florida's Coral Reefs: NASA's Landsat 7 satellite has captured images of thousands of coral reefs worldwide. This view is of the Florida Keys.

By Anita Davis
NPS Liaison to NASA
Photos courtesy of NASA

to “see” our world in new ways. Infrared images, for example, help us locate heat-generating objects, useful for studying geothermal phenomena, forest fires, ocean thermal currents, plankton distribution, urban growth and more. Radar imaging is perfect for mapping topography on a large scale, while LIDAR (a laser device similar in function to radar) is great for mapping areas lacking vegetation, such as ice sheets and beaches, to within 10 centimeters accuracy. Some remote sensing instruments are used for tracking rainfall and storms, others provide critical information about air quality. The same technology is used in space studies to analyze star birth, life and death, search for other solar systems, and examine the physical properties of planets unimaginably distant. Quasars, black holes, the sun’s explosive power and its effects on earth, and the search for life on other planets are all explored with the help of remote sensing.

No, Congress has not yet established any parks in space, but the National Park Service does have a liaison to NASA at Goddard Space Flight Center, in Greenbelt, Md. You may wonder how and why such a position came about, and why it is important to the NPS.

The partnership with NASA had its beginning in 1996 when the Office of Public Affairs at Goddard approached the NPS with the idea of stationing a ranger there. The ranger would help NPS learn more about the space program, emphasizing communications with the interpreters in the Service. In turn, NASA would gain a little more publicity. NASA has funded two one-year details thus far, and hopes to extend the partnership in future years if funding continues.

So, outside of an insatiable quest for knowledge (and a fair number of “trekkies” in the Service), why would NPS be interested in such a partnership? NASA doesn’t just study space, but is one of the world’s leaders in research about our home planet. NASA’s Earth Science Enterprise — a major program within the agency — seeks to describe and understand natural processes and the effects of humans on our planet through studying deforestation, wildfires, volcanism, air quality, urban growth, plankton distribution, decline of coral reefs, glacial retreat and more. These topics are clearly of relevance to the Park Service. And, Goddard is NASA’s lead center for earth studies. It is a natural location for the Service’s liaison to NASA to work.

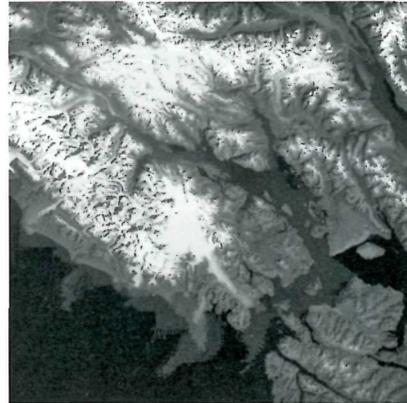
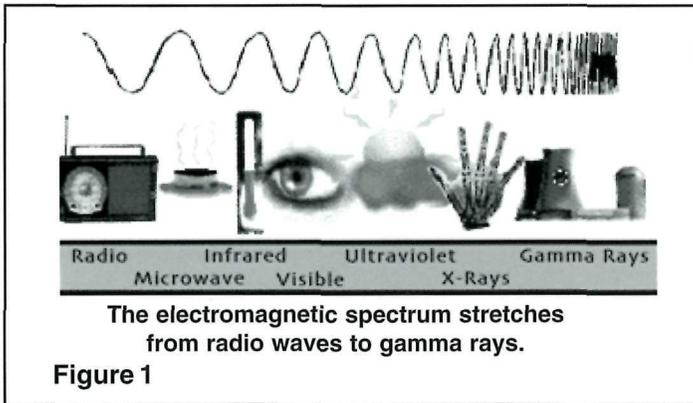
The key to understanding how NASA’s research can be useful for parks involves taking a step into the world of remote sensing. Remote sensing is the technology that produces all those wonderful images of earth and space we see on the news (and when the crew of the U.S.S. Enterprise examines planets from afar, the TV script is based on the same principles). In the real world, various instruments measure different parts of the electromagnetic spectrum (see **Figure 1**), and extend humans’ sphere of sensing beyond what is normally feasible. Just as bats use echolocation to “see” their world, remote sensing instruments pointed toward earth and space allow humans

How Might NPS Use These Powerful Tools?

The divisions of resources management and interpretation provide the most obvious links for uses of satellite imagery and data products. In the past NPS has used Landsat data to help measure the rate at which glaciers are shrinking in Glacier, and NASA researchers worked with Assateague Island to map and monitor beach erosion. Some parks are beginning to use satellite imagery in waysides to better illustrate themes that transcend park boundaries. For example, Black Canyon of the Gunnison is using a Landsat 7 image to illustrate the watershed of the Gunnison River. At Clara Barton NHS interpreters used space imagery of Hurricane Andrew to make an historical connection with Clara Barton’s work in the aftermath of the Galveston hurricane of 1900. And, as the seemingly endless summer fire season of 2000 became a major news event, ongoing NASA research produced satellite images that were posted on the NPS website and on internal bulletin boards for staff use. Many parks used these images to convey the magnitude of the resource issues associated with long-term fire suppression in our country. NASA-funded scientists are using these same data sets and others to determine the total acres of land burned on earth in a given year. They then enter the information into global climate change models.

As a result of the NASA-NPS partnership, this past year some NASA programs, most notably Landsat 7, provided direct technical assistance to parks. Delaware Water Gap was able to acquire and process data to analyze land-use change in the Delaware River watershed. The resulting satellite images provided information over the entire watershed, which wouldn’t be available from maps. And dialogues with NASA personnel studying uses of hyperspectral data led to new remote sensing data and imagery for selected parks in Florida.

Some of NASA’s newest technologies can and do support preservation of park resources. Land managers and researchers are already using data from the new MODIS instrument (Moderate-



Satellite image of Glacier Bay, Alaska: NASA's Landsat series of satellites has acquired images since 1972. Landsat enables study of the movement of glaciers from the MultiSpectral Scanner, with a spatial resolution of 79 m, and the more advanced Thematic Mapper, with a spatial resolution of 28.5 m.

resolution Imaging Spectroradiometer) aboard the satellite Terra for studying wildfires in greater depth than previously possible. Instruments providing better land-imaging data are being tested in the recently launched EO-1 satellite. The satellite Aura (launching in 2003) will allow analysis of air quality with unprecedented accuracy. Some NASA scientists are also interested in working in national parks to ground-truth such new instruments, which would provide valuable data and information for both agencies.

What's Next?

Facilitating connections between NASA and NPS has resulted in an offer from NASA's Headquarters Applications Division to work on a research project jointly identified by the two agencies. The project will be determined in 2001, and will use remote sensing technology to address a topic of national significance.

As more is understood about earth processes and the direct effects on preserved lands and waters, more and more resource managers will need to make greater use of remote sensing capabilities to analyze, predict and mitigate impacts on these resources. And, as NPS natural resource managers and scientists increasingly use NASA technologies, collaboration between the two agencies is

likely to increase. Interpreters will want to stay aware of this work so applicable elements may be woven into their products.

One way to keep abreast of relevant work from NASA is to read the popular articles posted on the Earth Observatory web site — <http://earthobservatory.nasa.gov>. Another way is to take a new course, tailored to park rangers and featuring NASA guest speakers, scheduled for this spring. "Using Satellite Imagery as an Interpretive/Resource Management Tool: An Introduction to Remote Sensing" will be offered May 21–25 at the U.S. Fish and Wildlife Service's National Conservation Training Center in Shepherdstown, W.V. The course is co-sponsored by NPS and USFWS and is largely funded through a grant from NASA-Goddard. It was developed as a result of the NASA-NPS partnership.

The NPS liaison in the NASA Public Affairs Office also is a ready source for NPS staff who have questions, needs and ideas for the partnership. □

Anita Davis, an interpretive ranger, worked at Wupatki National Monument, Arizona, prior to accepting a one-year detail assignment with NASA.

A Remote Sensing Primer

- ▶ Remote sensing is the ability to sense things without touching them (hearing and seeing are forms of remote sensing, so are radar, sonar, lidar and X-rays).
- ▶ NASA uses remote sensing technology to study distant objects by measuring chunks (bands of wave lengths) of the electromagnetic spectrum.
- ▶ The type of information gleaned from this technology is dependent upon which chunks of the electromagnetic spectrum are being measured.
- ▶ Various instrument measure different sections of the electromagnetic spectrum. Some satellites carry one instrument, some carry several. Some instruments are duplicated and used on a few different satellites. So, various satellites and the scientists working with them, study various topics.

To learn a lot more about remote sensing in a fun way, visit Echo the Bat at <http://imagers.gsfc.nasa.gov/>. For something a bit meatier, try Virtually Hawaii at <http://hawaii.ivv.nasa.gov/space/hawaii/index.html>. Both of these illustrate remote sensing of terrain that may be familiar: some images include national parks.



Hurricane Floyd: This NOAA Geostationary Operational Environmental Satellite image shows Hurricane Floyd just off the Florida coast Sept. 14, 1999. With hurricane-force winds extending 125 miles from the storm's eye and sustained winds up to 140 miles per hour, Floyd threatened coastal areas in southeastern states and forced many evacuations, including NASA's Kennedy Space Center.



Park rangers from Tubbataha National Park, the only marine-based national park in the Philippines, show off their ranger patrol boat — home to the other class members.

Inspiration in the Philippines

Article and photos by Jan Kirwan
Lake Mead

An appointment to co-instruct an Interagency Corals Conservation and Marine Law Enforcement program in the Philippines turned out to be one of the most unique and inspiring events of my career. The program was sponsored by the World Wildlife Fund in partnership with the Department of State's East Asia/Pacific Environmental Initiative, the U.S. Agency for International Development and Interior's Office of International Affairs.

From the moment of selection in January 2000, I began a long series of teleconferences with my co-instructor, Carolyn Wiley, training specialist at the Federal Law Enforcement Training Center and former chief ranger at Dry Tortugas National Park. The course was scheduled to begin Feb. 21, 2000, in Mabini, the province of Batangas, approximately four hours south of Manila. We had six weeks to coordinate all aspects of a two-week training course. Carolyn had visited the Philippines previously and laid the crucial ground work of acquiring local contacts with members of the KKP, the Philippines branch of the World Wildlife Fund, and Dindo Mejia, site manager of Tubbataha National Park. Tubbataha is a marine reef ecosystem located in the middle of the Sulu Sea. It is the only marine-based national park in the Philippines.

The interagency cooperation involved with this detail began long before any one of us got on the plane to the Philippines. FLETC's Training Division provided Carolyn as an instructor and an abundance of teaching and training supplies. Hundreds of dollars worth of nautical charts, compasses and related supplies were provided with the support of the Marine Enforcement Division. Nearly every

division at FLETC supplied us with some item for use as thank-you gifts for various Philippine officials and as student incentives, an essential element in Filipino culture. Former Lake Mead Superintendent Alan O'Neil, Chief Ranger Dale Antonich and District Ranger Ralph Patterson wholeheartedly supported the detail assignment. The Ranger Division at Lake Mead was generous with my time and provided us with the support we required.

Soon after our arrival we could tell that logistics would be a nightmare. Teaching supplies and training materials had to be shipped from the U.S. because they weren't available in the Philippines. Once the supplies reached the Philippines they had to be transported as luggage because there weren't any reliable shipping companies.

Carolyn Wiley, Buff Wiley (a volunteer and former Florida state park superintendent) and I arrived in Manila one week prior to the first day of class. Carolyn and I began a series of meetings with the commander of the Philippines National Police Maritime Unit, representatives of the KKP, the International Marinelife Alliance and the U.S. State Department. Buff Wiley

began the horrendous task of tracking down our supplies. It became apparent that many of the shipped items were missing, most notably the line we planned to use for class exercises.

During the first three days in Manila we met with a mind-boggling array of Philippine officials and members of NGOs (non-governmental organizations). Leaders from the NGOs were receptive and supportive of our training program. A common thread at every meeting was a request for the inclusion of a member of that particular organization in the training program. Students in the program were from a cross section of organizations: International Marinelife Alliance, local government organizations (Bantay Dagats, Guardians of the Sea), the Philippines Coast Guard and Navy, the KKP and Tubbataha park rangers.

After five days in Manila and innumerable meetings, several members of the KKP office staff traveled with us to the Aqua Venture Dive Resort in Mabini, our training site. By this time, we began to realize that many varying political interests were at play. Our goal for the training was simple — to provide an interagency forum in which we could standardize basic marine law enforcement skills for the agencies tasked with providing protection to marine preserves. Logistics at the dive resort took their own set of unique turns. We learned just how different life was in the Philippines compared to the U.S. When reservations were made for our students, we expected to see a corresponding number of beds as there were students. In the first of many educational moments, we learned that the resort manager had assigned four students to one king-sized bed, eight students to one room. After a brief meeting, the decision was made to spread out our students as much as possible to accommodate a better learning/sleeping environment. The classroom turned out to

be an open-air dining room that attached to the resort bar/kitchen and main stairwell to the rooms. Just beyond the classroom was the dive shop/shower/staging area. Distraction was going to be a major challenge to learning.

The first students were due to arrive on the evening of Saturday, Feb. 19. No one showed up. The now-missing students were the park rangers from Tubтатаha who were due aboard the park's two patrol boats. On Sunday we continued to unpack, set up and visit some of the training locations, as well as meet and greet a variety of local political officials. We finally received word that a large storm in the Sulu Sea the previous day caused our students' delay. By sundown that evening, the two Tubтатаha patrol boats appeared on the horizon — a welcome sight.

The magnitude of our teaching challenge became obvious that evening. We learned that neither of the patrol boats had charts nor had the captains *ever* seen charts for the waters they had just crossed. The captains had simply set course for the east-northeast and when they came to land, asked where they were and sailed north until reaching Mabini. The story relayed by the rangers was hair raising. While crossing the Sulu Sea they sailed directly into a fierce storm. Seas ranged from 10-15 feet with a basic standing wave pattern of 6-8 feet. During the height of the storm the rudder of the larger vessel came loose and caused the vessel to turn parallel to the sea, placing it in severe jeopardy. A crew member volunteered to have a line tied around his waist and go overboard to reattach the rudder.

Day one of the class: Monday morning began with a flurry of introductions and acknowledgment of local officials. One local councilwoman was so intrigued and excited that she requested the opportunity to join the program. Esperanza "Baby-Ann" Balita became the only elected official and female in the class. Also joining us, just off shore, was a Philippines National Police gunboat. The captain informed us that he and his men were there for our protection. In addition, a 24-hour M-16/shotgun toting guard was to patrol the resort. Eighteen PNP officers were in place to insure our safety. Using our most diplomatic skills and concern for an already stretched budget, four days later we were left to our own devices as the PNP gunboat motored off into the morning sunrise.

I am still amazed, astounded and humbled by the students in the program. The thirst for knowledge was awe inspiring. By day two, we knew that we'd never been around a group of students quite like these. While enjoying the sunrise and a 6 a.m. cup of coffee, students quietly approached with questions from the previous day's classes, eager to learn more. Day two included a section I presented on the importance of fitness in a law enforcement career. Before daybreak on day three, our resident students were up and jogging,



Class participants spent long hours on piloting, chart interpretation and dead reckoning skills.

The entire class successfully completed the one-mile, open-water survival swim.

led by class president and Philippines Naval Officer Edward Ike de Sagon. Evenings brought more of the same. Before the tables could even be cleared of the dinner dishes, students had brought out the day's course work, reviewing and asking questions until late into the night. The students asked us to cancel the scheduled days off and add more vessel-boarding scenarios and hands-on practical experience.

By week two of the class, the students had taken it on themselves to conduct vessel boardings just off the resort. This resulted in numerous arrests turned over to the PNP. At sunrise we would see our students returning to the resort after a night filled with vessel boardings and documentation of illegal activities. The two-week class went by in a blink of an eye. The Bantay Dagats, the equivalent of game wardens, took great pride in showing off the incredible marine resources — table top corals in iridescent blues and purples, fish in an array of colors — that lay just offshore. They also showed us the same type of resources after cyanide fisherman had killed the fish they didn't want or the dynamite fisherman destroyed the corals and killed all the fish in the area only to take the largest ones. These are two of the biggest threats faced by these Guardians of the Sea.

Since leaving the Philippines a year ago, two of the students have been injured in the line of duty: one was shot; both are recovering well. Eleven of the students were selected by their peers to attend a fully funded two-week training course at FLETC; unfortunately they were bumped from the class.

Carolyn Wiley and I were scheduled to return to the Philippines and conduct a follow-up session with the Tubтатаha rangers and several of the NGO students. However, the political climate has deteriorated, especially regarding Westerners. One of our students informed us that Americans in the Philippines are warned to stay in their homes and off the streets because violence is increasing. Our students are out there doing a near impossible job with little or no support and supplies. Any supplies that we might send will never get to them. E-mail is our only means of contact with a few students.

One person criticized us for moving through the course material too fast and in too short a time. My response was that they had asked park rangers to achieve a goal. We're park rangers at heart and that's what we do! □

Jan Kirwan is a protection ranger currently stationed at Lake Mead. In both this and her previous assignment at Everglades, she has worked boat patrol and marine protection.



Interagency Sea

By Larry Van Slyke
Retired, Canyonlands

The interface between rangers, county sheriffs and other entities who have responsibility for search and rescue on or adjacent to park lands is of paramount importance to the day-to-day management of many park units. This is especially true in the western states. Utah is a case in point.

All park units in Utah operate under proprietary jurisdiction. The county sheriffs are mandated by statute to “. . . manage search and rescue services in his county. . .” Their mandate often is accomplished through the use of volunteers who are the stalwarts for many county SAR teams. A number of counties in Utah with overlapping park boundaries have a heavy SAR workload on the lands adjacent to parks, and these tax their SAR resources to the max. Sheriffs commonly defer SAR response and mitigation within the parks to the rangers. Grand County, which includes Arches and a small part of Canyonlands, had 143 missions in 1993 (the highest annual total on record) and 72 missions in 2000. In addition, NPS personnel handled 51 missions in Arches and Canyonlands in 1993 and 58 missions in 2000. This is a significant SAR workload.

Grand County is a mecca for recreation. Extreme sandstone rock climbing, mountain biking and whitewater activities abound within the county, inside and outside park boundaries. When the big incidents happen, it often takes personnel from the county SAR discipline and the park(s) to carry out the operation. Cross training between the counties and the parks is necessary to maintain a high level of efficiency and safety to mitigate the operations successfully. To meet that end, a number of SAR personnel from Grand County have attended the annual NPS Technical Rescue Seminar hosted by Canyonlands and orchestrated by Grand Canyon SAR czar Ken Phillips. County SAR personnel are invited to attend training sessions that occur throughout the year. The result is an enhanced rapport and positive working relationship between the two parks and the county sheriff/SAR team.

Ten major SAR operations have occurred in the county since August of 1995 that required the combined efforts of NPS and county SAR personnel. A synopsis of five operations follows.

Castle Valley lies about 22 northeast of Moab, Utah. It is the home of the 400-foot free-standing monolith called Castle Tower. In August 1995 three climbers were descending the tower after a successful climb. The first climber, a woman in her 20s, had just unclipped from the rope. Her

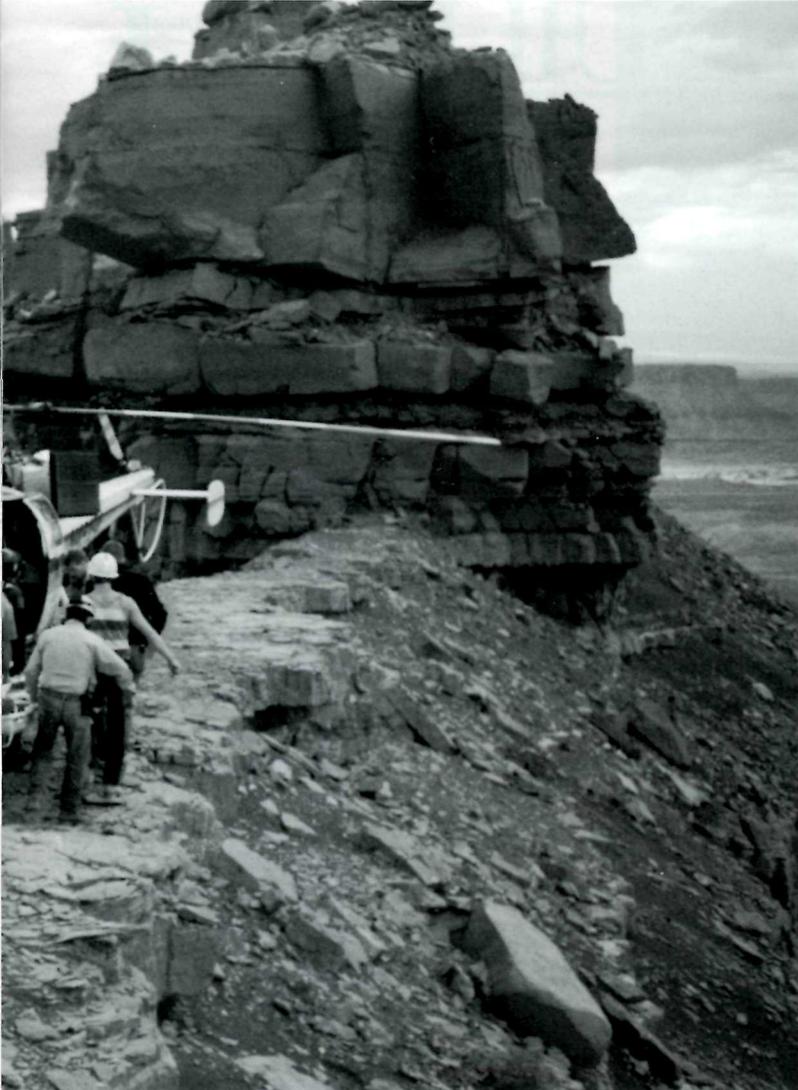
BASE jumpers rescue a Canyonlands victim, shown in the middle of photo with white helmet and knee pads.



Rescuers from the National Park Service and the Sheriff's Office transport a victim from

boyfriend was in mid-rappel, and the third team member, a woman, was clipped in at the rappel station when a lightning bolt struck all three. The woman at the base was killed instantly. The two on the rock were knocked unconscious. The male slid to the bottom of the rappel unconscious. He sustained virtually no injuries and regained consciousness within a very short time frame. The woman on the rock regained consciousness and completed the rappel unassisted. She was not injured. They both started screaming for help, and far below in the small community of Castle Valley, a resident heard the cries and notified the Sheriff's Office. The SO immediately requested NPS assistance as the initial reports suggested that someone was on the tower, which would require a technical evacuation. Rangers from Arches and Canyonlands responded along with the county SAR personnel. Strong thunderstorms precluded being airlifted to the tower, so it was shoulder the packs and start humping up the extremely steep and unstable approach to the tower. Arriving at the base of the tower rescuers found the victim. The storms dissipated

Arch and Rescue in Southeastern Utah



Castle Tower to a waiting helicopter.

enough to bring in a helicopter to a landing zone within a hundred yards of the victim. The body and several rescuers were flown off, before storms moved in again. This required the other rescuers to descend the same dangerous slopes to safety.

Four years later, and about one-fifth of a mile from Castle Tower on the freestanding mesa known as the **Rectory**, the leader of a three-person climbing party pulled a slab of rock loose. It fell directly on the head of his belayer, causing severe head trauma. The party was about 300 feet up the 400-plus-foot wall. One member rappelled off and descended the slope to notify authorities of the accident. Arches and Canyonlands rangers were airlifted to the summit of the Rectory along with technical members of the county SAR team by a local chartered helicopter. One county SAR member and one Arches ranger rappelled to the victim already under the care of the rope leader. After being packaged, the patient was then hauled to the summit via a rescue winch. It was dark by the time the patient arrived on the summit. A medical helicopter had arrived on scene shortly

before dark and was on top of the mesa when the patient arrived. The patient was treated by the helicopter medical crew, loaded on board and flown to Grand Junction, Colo., for emergency treatment. Rescue personnel were airlifted from the summit by the contract helicopter. A life was saved through the combined efforts of county and NPS rescue personnel.

In October 1999 a rowing raft containing four individuals flipped in **Skull Rapid** on the Westwater section of the Colorado River 54 miles upstream of Moab. One male became entangled in a loose rope and drowned in a large eddy-eroded amphitheater, appropriately called The Room of Doom. When the victim went under, he didn't resurface. When the sheriff was notified, he immediately requested assistance from the Canyonlands river operation staff. The new jet-powered rescue boat was the only reasonable way to reach the place of the accident due to low water and the need to run up three Class Three rapids. For the next several days, rangers accompanied by sheriff rescue personnel carried out search efforts to no avail. One month after the date of drowning, the victim surfaced, still in The Room. This report came to the sheriff's office well after dark. An NPS/SO collaborative decision was made to try and recover the body that night as the concern was if the body exited The Room it might not be found again. Ranger and SO personnel ran up the seven miles of river, entered The Room and recovered the body without incident.

Rangers again teamed with SO personnel Dec. 30, 1999, to extricate a BASE jumper hung up on the 400-foot Windgate formation just north of the **Island-in-the-Sky District** of Canyonlands. It was another nighttime operation. Ranger George Paiva was lowered over 100 feet from the top of the mesa to the victim. He secured the victim to his harness and the duo was lifted back to the top. Ranger Paiva was awarded the DOI Medal of Valor for his actions that night.

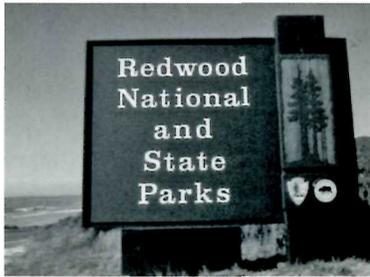
The **Moab Valley** was hot during the summer of 2000. For 42 consecutive days the high temperature exceeded 100°F. A 13-year-old male on a popular mountain bike trail became separated from the rest of his group. The SO was notified after dark and began an immediate search. The next day rangers from Arches and Canyonlands joined the search that continued for the next four days. The victim eventually was found by a tactical tracking team made up of SO and NPS personnel. The boy likely had died 24-48 hours earlier of dehydration and/or heat stroke.

The rapport and working relationship with the county sheriff and his SAR team continues to grow and strengthen as a result of missions in which SAR members from both entities work side by side to provide a service to the visiting public. □

Larry Van Slyke was chief ranger at Canyonlands until his retirement in January. Prior to that he worked at Zion.

Federal and state employees of the North Coast of California have worked together to serve the public and protect the region's world-renowned resources since Redwood National Park was created in 1968. Three state parks lie within the authorized boundary of the national park. These are Jedediah Smith Redwoods State Park, Del Norte Coast Redwoods State Park and Prairie Creek Redwoods State Park, all of which were created in the 1920s. The complex of four parks preserves nearly 110,000 acres—39,000 acres of which are ancient coast redwood forests or 45 percent of the remaining old-growth redwoods in California. The parks include nearly

BUILDING Partnerships



35 miles of Pacific Ocean shoreline and mountain ranges over 3,000 feet in elevation. Designated an International Biosphere Reserve, the parks preserve natural resources that include 856 species of plants, 202 resident wildlife species and 370 recorded migratory birds. The parks are also designated a World Heritage Site and are culturally important as are the ancestral lands of four American Indian tribes—the Yurok, Tolowa, Hoopa and Chilula. The parklands were also sites of commercial fishing, mining, logging and ranching. Together the parks employ more than 120 permanent and nearly 100 seasonal employees.

In 1994 the spirit of cooperation was furthered when the California State Parks and the National Park Service initiated a formal agreement to cooperatively manage these four redwood parks. Vision and mission statements were developed by park employees to help guide the partnership. In these documents, each agency pledged to maintain the integrity of the resources, provide quality visitor services, and maintain the historic integrity of the individual parks while managing them as elements of a greater whole. Each employee is regarded as a member of a single team.

In 1995 NPS protection rangers and California State Park visitor service rangers formed the Visitor Services and Resource Protection Group and led the way with the partnership. All rangers were cross-trained and cross-deputized with each agency's law enforcement authority, and common work plans were developed. Rangers perform their duties regardless of boundaries and collectively accomplish the various campground, revenue generation, resource protection and visitor use management functions. In case of emergencies the closest ranger initially responds and coordinates the response regardless of where the incident occurs. All special park uses are coordinated for the entire complex by the NPS program clerk. The NPS contracts with the state communications center for 24-hour dispatch services. NPS fire crews perform pre-suppression, suppression and prescribed fire duties throughout the various units. Rangers routinely fill in for one another during absences due to training, leave and when vacancies occur. Redwood participates in an innovative Northern California/Southern Oregon Subcluster Resource Protection Team. Each park dedicates



By Bob Martin
Redwood National and State Parks
Photos courtesy of Redwood National and State Parks

A canoe under construction by Native American craftsmen from a fallen park redwood will be used in tribal ceremonies.



one of their most experienced resource protection rangers to work on the team, which is deployed throughout the subcluster on an as-needed basis to address resource protection issues beyond any one park's capability to resolve.

Other workgroups and functions are also actively involved in interagency working relationships. Maintenance staffs plan their work together and resource allocation is determined without regard to facility ownership. It is a routine occurrence to see personnel from either agency at any work site in the park. Equipment of every size and shape is shared between agency employees. The park currently is undergoing a major overhaul of park signs following the development of a joint agency sign plan. Sign construction and repair is performed at the NPS sign shop by NPS and CSP employees.

Prior to the partnership, the CSP had no one within the three state parks dedicated to resource management. Resource management issues generally were coordinated by a resource ecologist from the CSP district office. In contrast, the NPS resource management and science program is one of the largest within the Service so the programs of the national park now have been expanded to include the state parks. The national park also has funded a CSP resource ecologist position as part of the Resource Management and Science Division to improve coordination of resource management activities within the three state parks. Archaeological support services and fire effects monitoring, while based at Redwood, service other parks in the Northern California/Southern Oregon Subcluster.

On the interpretive side joint planning has led to the development of wayside exhibits; a joint brochure, visitor guide and website; and an orientation DVD program throughout the parks. Interpretive programs are conducted throughout the complex by NPS and CSP interpretive rangers. Parkwide training for seasonal employees is planned and presented by and for both agencies' staff. Each agency also contracts with one another for special projects and services on a regular basis in a wide variety of circumstances.

In 1996 a new phone system was installed that connected the four parks under one system, with all personnel accessible through a four-digit extension number and voice mail. CSP employees have access to the NPS electronic mail system, and all information technology operations/networks are shared. Similarly, two new radio systems have been upgraded by each agency, with the CSP system serving as the primary law enforcement system. A security review of all parks was performed, and upgrades to the complex's security envelope has begun. It includes development of a one-lock system, installation of new alarm systems, and services provided by the NPS telecommunications specialist.

In 2000 the parks completed nearly four years of joint planning, culminating in an interagency General Management Plan. The plan further solidifies the partnership and strives to collectively manage all the areas with similar goals and objectives. Joint trails and backcountry management plans currently are under development.

Working at Redwood is unlike any other. The spirit of cooperation is palpable and there is no one way to look at any issue.



A ranger from California State Parks conducting marijuana irradiation poses next to a vehicle from the National Park Service.

Employees are committed to the good of the operation and recruitment efforts target personnel willing to work within the spirit of cooperation. Cooperative efforts continue to expand with other agencies as well, with Redwood now sharing a public affairs officer with Smith River NRA, a unit of the Forest Service. Additionally, recent government-to-government meetings with the Yurok Tribe have resulted in consultation and cooperative planning efforts for the parks' future. The parks also maintain good working relations with many other neighboring agencies, and park staff members actively participate on various economic, tourism, chamber of commerce and emergency service groups. Cooperation with other agencies is one of the parks' GPRA goals.

Redwood serves as a model of interagency cooperation, and park staffs are routinely consulted by other local, state and federal agencies that are considering developing a more efficient working relationship with neighboring agencies. □

Bob Martin has been the NPS chief ranger at Redwood for five years and has been a member of ANPR since his first season in 1981. He can be reached at Bob_Martin@nps.gov.

One Man's Journey

By Greg Gnesios
Bureau of Land Management

Often throughout my NPS career, whenever a group of peers got together for fun and conversation, it seemed like someone inevitably would talk about their "bad park" experience. Nearly everyone had at least one "loser" in their past work history — a park with lousy resources, an inept chief ranger, an overzealous maintenance crew or an evil superintendent. I would smugly listen to these tales and take comfort in the fact that I had nothing but great parks on my resume — Point Reyes, Canyonlands, Whiskeytown, Pinnacles — until my day of reckoning finally came.

It wasn't easy leaving the National Park Service after 27 years of service. But I had gotten myself into what I will diplomatically call a hostile work environment. I had been led to believe that there were legitimate avenues for grievances or complaints, and that I was somehow protected in the big Park Service family by things like EEO and EAP,

and just plain consideration and respect. This, in fact, wasn't the case and, in the end, I felt abandoned and betrayed.

Reluctantly, I began looking for jobs elsewhere, even lower-graded ones in areas that didn't appeal to me — anything to get myself back into a civil and rewarding work environment once again. And I got lucky. I landed the job of interpretive specialist with the Bureau of Land Management at Red Rock

Canyon National Conservation Area.

PERSPECTIVE

At first I approached this with some trepidation. I was taking a reduction in grade and moving to Las Vegas, Nevada, of all places! It seemed like a step backward in the autumn of my career.

Imagine my surprise at the change! I was welcomed with open arms, introduced to some great staff people, given loads of responsibilities (and money!) and allowed to take charge of 197,000 acres of prime Mojave Desert habitat. Within 14 months I went from interpretive specialist to park manager and got my grade back to boot with the promise of further promotions!

The BLM reminds me of what the Park Service was 15 years ago. It's a hands-on agency that respects its own and provides the opportunity to grow and to improve. I work in a team environment with lots of good-humored, self-deprecating, down-to-earth people who clearly are committed to good resource stewardship and customer service. I have been on a steep learning curve but my peers are patient with my many questions and quick to offer good advice. I went from having the worst boss in my career to one who practices what the screensaver on his PC says: "Respect the Resource . . . Respect the Individual."

I realize that I'm speaking from a purely personal point of view here but I will say this. For me, the NPS was never the same after reorganization. It quickly changed from an employee-friendly mode to a corporate-thinking mode. Depersonalized. Regimented. Highly controlled. And no oversight or leadership from above.

I like the freedom I now have to toss ideas around and sometimes even implement them. I like the idea of being able to develop brochures, exhibits and signs that aren't tied to the unigrid system. I love being in a workplace where people laugh and enjoy their work and not have to look over their shoulders every minute in apprehension. And

every day I run into more and more BLMers who, like me, defected from NPS in favor of a rewarding work environment.

When we get our new Red Rock entrance sign erected on the highway, designed by a local artist and made of native sandstone with the park name engraved on it, I will take pride in the fact that we are able to create something unique and fun not only for the park staff, but for the park visitor as well. When they jump out of their cars to take that first vacation photo, they will know they are visiting a very special place. □

Greg Gnesios left the NPS after 27 years to join the BLM, a choice he doesn't regret.

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ANPR ACTIONS

Cultural Resource Challenge

ANPR President Cindy Ott-Jones sent this letter to NPS Associate Director for Cultural Resources Kate Stevenson in January 2001. Board members Scot McElveen and Bill Supernaugh helped draft the letter.

I write to you as president of the Association of National Park Rangers (ANPR), representing a 1,200-member organization which seeks to promote and enhance the park ranger profession and to support management and the perpetuation of the National Park Service (NPS) and the National Park System. I offer these comments on the Draft Cultural Resource Challenge – 2000 (CRC) for your consideration, and knowing full well that I am late in the submission. I ask for any consideration that you are able to give to these important thoughts.

No single function can prevent derogation of park resources from all the external and internal threats facing them. We believe that the draft CRC outlines a major investment in resource management, a moderate investment in resource education, and no investment in resource protection. We believe that for resource preservation of any type to be successful a triangle of resource education, resource management, and resource protection functions must occur. Resource education uses interpretive tools to prevent resource derogation by working to form a sense of stewardship in park visitors and park neighbors. When they become aware of the threats their actions may pose to resources, when they learn to value a park's resources, and develop a stewardship ethic, they are less likely to cause harm to resources through intentional or inadvertent actions. Resource management uses scientific methods to prevent resource derogation by inventorying and monitoring all park resources, and in some cases applying corrective techniques to resources damaged internally by park users and/or externally by societal decisions or environmental factors. Resource protection uses law enforcement tools to prevent resource derogation by monitoring resource conditions, then focusing field time in locations where resource derogation by park users is occurring, then contacting or apprehending those committing illegal acts that cause resource losses.

It is this real threat of detection and apprehension, and the possibility of criminal penalties, that deters what would otherwise be unmitigated removal and lasting impairment to park resources.

Speaking for ANPR members, many of whom are park rangers, we believe that the draft CRC fails to fully embrace this challenge. We respectfully request, while there is still an opportunity to revise the CRC, that the role of park rangers in successful resource preservation be incorporated in the final release of this significant document.

With regard to interpretation and education, the draft CRC makes a fairly strong case for increased funding for expansion of Learning Centers and Cooperative Ecosystem Study Units (CESUs). We believe, however, that the draft CRC fails to make a persuasive argument in support of increased funding for key positions such as Education Specialist, Interpretive Specialist, and Park Ranger — positions necessary to fulfill the Resource Education mission.

A park historian, working with staff park rangers focusing on resource education, an education or interpretive specialist dedicated to cultural resource preservation themes, would be able to adequately research the background, prepare materials and programs, and bring awareness of cultural resources to visitors and local school students. Until such positions are established and supported with funding directed at these specific themes, cultural resource education and interpretation will remain the stepchild of natural resource education and interpretation in all but a handful of parks.

In the draft CRC, there is little mention of what commissioned park rangers — the resource protection function — might do to meet the cultural resources protection challenges in parks. The following excerpts speak powerfully to the responsibility but the document does not follow through and identify a funding strategy in support of an enhanced cultural resource protection effort.

“Vigilance and strict enforcement of laws protecting historic properties from vandalism and looting are urgently needed to ensure the survival of these resources. Additional funding will also support additional training for park rangers in resource protec-

tion and enforcement of the Archeological Resources Protection Act and related laws.”

“Some of our historic resources are in danger from vandalism and neglect . . . The tangible remains of our nation's history are under assault every day. Development is encroaching upon our battlefields, where thousands have shed their blood in the cause of liberty or union. . . Our prehistoric archeological record is being looted, vandalized, and sold.”

It is not enough to just say “we need to do more in law enforcement” or “additional funding will support ARPA training.” Protection staffs need more rangers and need them trained and dedicated to undertake resource protection law enforcement. We are viewed by many as the premier resource preservation agency in the world however, people-and-property-related law enforcement and emergency services will continue to dominate all available law enforcement resources as long as the Service continues to mingle all law enforcement activities together.

During the 1980s and early 1990s Great Smoky Mountains National Park had a unit in each district consisting of three protection park rangers that were dedicated to conducting resource focused law enforcement patrols and apprehensions. These rangers concentrated on resource violations associated with activities such as backcountry camping, hunting wildlife, plant poaching and fishing. These rangers were not expected to fill in as part of the park's emergency medical services, technical rescue, or structural fire fighting teams. Nor were they expected to respond to frontcountry visitor protection accidents or law enforcement incidents. These units, successful in their time, have been redirected to cope with budgets that have not kept pace with frontcountry demands. This park also has significant cultural resources in need of law enforcement protection and this model of a cadre of protection rangers dedicated to cultural resources would be effective. However, at current staffing levels, emergency services and people-and-personal-property related law enforcement will consistently trump the needs of natural and cultural resource preservation and resource law en-

forcement.

Some removal of cultural resources from parks is so well planned, so sophisticated, that there is almost no chance of it being deterred by Resource Protection Rangers utilizing patrol and surveillance tactics. For this reason we recommend teams of Criminal Investigators be established to combat criminal groups that specifically target cultural resources for removal. A similar NPS team was established in Arizona for reptile poaching and was very effective until a funding shortfall forced it to be disbanded. We recommend developing four "Special Investigative Strike Teams" for cultural resource crimes, in the same way that four "Exotic Plant Eradication Strike Teams" were formed and located at hot spots around the country.

We believe that any resource stewardship funding request, strategy, or "Challenge" that does not holistically address the needs of resource education, resource management, and resource protection fails to improve resource stewardship, and therefore fails to meet the congressional credibility test. It is time for the NPS to ensure that everyone recognize that it takes all NPS disciplines working together to allow resource preservation to thrive within the parks. We again respectfully request that the final CRC reflect the funding requests and planning necessary within *all* disciplines to bring about an enhanced cultural resource preservation capability.

ANPR remains dedicated to supporting the National Park Service and the National Park System. We are prepared to identify an ANPR representative to work with the CRC planning team, and would welcome an opportunity to speak with you personally in this regard. Thank you for the opportunity to express our opinions. Please call on us if we can provide explanation or answer questions concerning our comments. We look forward to our continued communications with you and to a successful Cultural Resource Challenge initiative. □

The Professional Ranger

Interpretation

In the past few years our agency rightfully has sought to make itself welcoming and relevant to minority communities by recruitment activities, information services, public involvement and new directions in interpretation. The "Telling the Untold Stories" initiative of the Northeast Region stands in the forefront of our effort to enhance the inclusion of all people in our interpretive programs. Oftentimes, however, these commendable programs don't prove successful in their desired outcome because minority communities lack information or motivation to visit our sites. We mean well, but we lack opportunities to take specific steps to achieve success.

Last August in New Orleans, La., I attended the annual conference of the **Association of African American Museums**, an organization that can help the NPS with its bridges of communication to minority citizens. Scholars, museum professionals, interpreters, educators and interested lay people make up this diverse organization. The museums represented in AAAM range in size from the Birmingham Civil Rights Institute to small facilities focused on a particular subject. In addition to traditional history museums, the association includes art museums, decorative arts institutes, cultural centers, historic homes and living history sites. Member interests include planning, management, interpretation, media design, education, outreach, membership programs, special and traveling exhibits, and marketing. I found the conference participants to have an exceptional level of dedication and enthusiasm for enlightening the public about our nation's African American heritage. Often they have overcome serious obstacles in scarce funds and staff to produce meaningful experiences for their audiences.

For the past few years, NPS interpreters and museum services staff have presented workshops and programs at the annual AAAM conference. Bill Gwaltney and I presented a program on the fundamentals of interpretation planning at the last conference. I learned as much from the audience as I offered them. The amount of interaction and questions prevented us from covering all our material. The audience's zeal for presenting meaningful and effective interpretive opportunities for their visitors proved inspirational.

The thoughtful questions and deep interest of the conference participants awakened me to the fact that the AAAM membership remains willing to interact with the NPS. What results can come from a collaboration between the NPS and AAAM? First, the very existence of such a vibrant organization should put to rest any premise that African Americans aren't interested in visiting museums and historic sites. AAAM can offer us new concepts and actions we can take to improve our image of welcome and relevance to minority populations. From several conversations at the conference, I discovered that many participants didn't know of the diversity of areas in the National Park System. Many didn't know of the many NPS areas related to African American heritage. By actively participating in AAAM, we can improve that awareness. AAAM can provide us with new sources for marketing the NPS to minority populations. AAAM also can provide us with fresh perspectives on providing media and personal services with relevance and interest to African American audiences. In addition to attending AAAM's annual conference, parks might consider collaborating with nearby member museums. In addition to promoting each other's programs and special events, such a partnership might plan joint marketing ventures, share expertise and staff, conduct joint training and plan coordinated exhibits. Although we have much to offer through technical expertise in interpretation, education, training and museum management, a park will have much to gain by interacting with professionals in AAAM museums.

From the scarcity of NPS representatives at last summer's AAAM conference, even from NPS historic sites directly connected to African American heritage, I concluded that AAAM remains unknown within the NPS. AAAM represents an opportunity for the NPS to move beyond goodwill to action designed to improve the inclusion of minority populations into our parks and programs. I encourage you to consider attending this year's conference in Cleveland, Ohio, in August. To demonstrate your support, consider joining the organization. For additional information, contact AAAM Executive Director William Billingsley, wbillingsley@ohiohistory.org, P.O. Box 427, Wilberforce, Ohio 45384, or call (937) 376-4944. If you wish to receive a membership application, contact me at tom_richter@nps.gov. □

— Tom Richter, Midwest Region

Resource Management

Note: Bob Krumenaker covered these issues in *Ranger* 10 years ago. The Spring 1991 *Ranger* featured his lead article, "Resource Management and Research in the NPS: An Uneasy Relationship."

Secretary of the Interior Gale Norton has been confirmed by the Senate, but we have no idea who will be the next NPS Director or Assistant Secretary for Fish and Wildlife and Parks. At her confirmation hearing, the Secretary raised concern over **the future of the USGS Biological Resources Division**. She said she wanted to put more scientists in the parks – and most people interpreted that to mean she is considering dismantling the BRD. No one concerned with natural resource management in the NPS can forget (or maybe forgive) the years of lost productivity, the endless debates, the hard feelings, or the utter frustration engendered by the removal of park scientists to another agency in the early years of the Clinton administration. I am not one who thought the NPS research program was working very well pre-BRD, and I'm not one who thinks the NPS-BRD relationship of today is all that it can and needs to be. But I am one who believes that undoing the BRD and returning to the past is impossible. Sure, researchers can be returned to the NPS and other agencies that gave them up eight years ago. But what would be the future of the scientific research programs of the BRD, the researchers who work on national park issues and in our parks, and the funding that BRD dedicates to NPS research concerns? I loathe going through another few years of trying to figure out how science gets done in parks. We've finally begun to learn how to use the new relationships and the new agency, and with the successes of the Natural Resource Challenge, we seem to have put our demons behind us and embraced science to support park management, and the value of the parks themselves to scientific inquiry. The debate over the proper relationship between resource management and research is over. Or so I fervently hope.

That said, the NPS quite rightly is "gaming" scenarios for possible futures, if the Secretary indeed does want to return research scientists to the Park Service. Groups interested in this issue are carrying on a feverish Internet/e-mail debate. Unless the Secretary puts this issue quickly to rest, expect it to be the major buzz of the upcoming

George Wright Society conference the week of April 16 in Denver. A record number of submitted papers suggest a record turnout is likely. As I've said before, the GWS conference has become *the* premier intellectual forum on parks and park issues for NPS folks. It's not just for researchers or resource managers. In fact, it is likely to be a lively place to debate the resource protection issue, and the appropriate interface between research, resource management, interpretation and protection.

Full disclosure: Two active ANPR members have successfully infiltrated the GWS Board of Directors – Rick Smith and myself. The board, in an act of temporary insanity, has elected me the president. Not coincidentally, the GWS board also decided to hold its 2001 annual meeting in Jackson, Wyo., in the days just prior to ANPR's 25th anniversary Rendezvous this fall. Most GWS board members are likely to stay over for at least part of the Rendezvous, so there'll be a tremendous opportunity for the two organizations to share and interact. ANPR's candidate for president-elect, Ken Mabery, has indicated a strong interest in seeing the two organizations complement each other and work more closely.

As reported here last issue, the new **Resource Management Plan (RMP)** software is under development. Field trials are beginning this spring and Servicewide implementation is now expected early in FY02. As to the plans themselves, WASO has suspended the need to have an approved RMP for yet another year, while we are in transition between systems. Instead of a separate RMP Director's Order, however, the Natural Resource Challenge's "just do it" reconciliation of the existing Planning Director's Order (DO-2) with the RMP is indeed going to happen. DO-2 and the Planner's Handbook will be revised this year and resource management planning will – if this is to be believed – finally be fully integrated into mainstream park planning. This is great news, but it will make some people squirm because it will require the identification of "desired future conditions" for park resources, something that resource managers have generally shied away from.

There's also very positive news on the **Cultural Resource Challenge** front. The CRC leadership demonstrated laudable flexibility in responding to field comments, and especially those which stressed the need for a protection element to be added. To para-

phrase from some of the internal promotional materials, "protection rangers wrote eloquently about the need to add protection to the Challenge. They see themselves as integral members of the professional preservation and cultural resource management workforce." Kudos to those of you who made the effort to comment. The CRC budget proposal is now developed, and will parallel its natural resource counterpart: \$20 million per year for five years. Of course, the first real test will be how the new administration handles *both* Challenges. □

— Bob Krumenaker
Valley Forge

Protection

With a Song in My Heart—Gordon Wallace was one of us. He wore a uniform similar to ours, a badge similar to ours, and did work similar to that which many of us do. He was a national park ranger in Sequoia National Park in the 1930s and '40s. And he loved being a ranger. So enamored was he with his work, that he wrote about it. And in doing so, he created a masterpiece. His book, "My Ranger Years," is perhaps one of the most poetic memoirs ever written about our profession. What makes it so is Wallace's attitude toward his work. Not only did he embrace the work of a ranger, he also adored the landscape in which he was immersed.

It's this *attitude* toward the work we do as rangers that I'm focusing on for this issue's column. Wallace is an inspiration to us all. We need to approach our jobs in the same enthusiastic light that Wallace did so many decades ago. This isn't some lighthearted, sappy suggestion either. As a collective corps, we *must* reflect an attitude of gratitude for the jobs we hold and the places with which we're charged to protect. A positive attitude is the lifeblood of *esprit de corps*, which, in turn, is vital to any cadre of warriors. Gratefulness spawns cheerfulness, and cheerfulness can have monumental influence on the quality of our work and our health—both individually and as an institution. The very welfare of rangering itself can hinge, in part, on our ability to carry out our work with a grateful spirit.

That's not to say we don't deserve what we have. We've all worked diligently to secure our positions, and with that surfaces some sense of entitlement. But what's wrong with a little humility—a little gracious thankfulness? So many folks out there wake up every morning and head off to a job where their main mission is to suffer through eight

“With joy in my heart, I reported for duty . . . it was wonderful to be back.”

— Gordon Wallace

hours till they can clock out and go home. And here we are – national park rangers, protecting our nation’s mountains, canyons, shorelines, rivers, battlefields and monuments. We need to periodically remind ourselves that the riches of our daily endeavors greatly outweigh the headaches and frustrations. Wallace had a bureaucracy to deal with, too, but he stoically held true to his positive spirit. He *chose* to be cheerful.

It used to be said that rangers were paid in sunsets. Of course modern times simply prohibit this from being possible, but the core concept of that old cliché can still ring true in our attitudes. We can *choose* to focus on the frequent, little blessings of our jobs, like sighting a rare species, or catching evening’s last light on a lofty summit, or watching in amazement as a two-ton curtain of frozen waterfall crashes down from a cliff, causing an entire drainage to tremble in the wake of its booming thunder. How many people ever get to witness such an awesome display of raw power — *on the job*!?

The key here is this: choice. Our attitude is our choice. We can choose to view our jobs through grateful—and therefore cheerful—eyes, or we can simply choose not to. My gut feeling tells me that most of us are thankful for what we have. Most of us approach every new day cheerfully. I know I’m preaching to the choir, so let’s call this a well-intended reminder. A recharge. It’s a new year, let’s rekindle the flame of gratitude.

After spending a long winter away from his treasured Sequoia and upon returning to “...another summer of enchantment under the Big Trees,” Wallace wrote, “With joy in my heart, I reported for duty. . . it was wonderful to be back.” One of his book’s chapters was titled, “With a Song in My Heart.” This thoughtful metaphor embodies his grateful and cheerful attitude. My co-workers sometimes poke fun at me when I relate some splendid backcountry experience, or even a lovelier-than-normal sunset that I was lucky enough to catch at a frontcountry overlook. That’s okay, I enjoy a good ribbing. Besides, I know Wallace’s secret. I, too, patrol “with a song in my heart.”

— Kevin Moses, *Great Smokies*



Mary Kay Watry

Eric Gabriel, patrol supervisor at Fall River District, uses technical rescue techniques to assist resources management in the removal of two bighorn sheep carcasses from a crevasse at Rocky Mountain.

IN PRINT

Have you recently read a good book of general interest to your colleagues? Perhaps you’d like to review it for this column.

Ranger magazine welcomes ideas from readers about write brief book reviews. Please contact the editor, Teresa Ford, at fordedit@aol.com or (303) 526-1380 with your book idea.

Books reviewed in the past have included “Fire on the Mountain” by John Maclean and “Deep South” by Nevada Barr. If you’re an avid reader and want to become a regular contributor to this column, the editorial board will entertain your proposal. Spread the word about a good book – or a not-so-good one. □

SUPER CONCERNS

Editor’s Note: This column allows superintendents to briefly outline their top resource/management issues. Rather than dwell on famous historic events, natural wonders or budget limitations, we hope to offer new insights to individual parks and show the challenges of field management. To contribute to this column, contact the editor at fordedit@aol.com.

Past articles have been supplied by the superintendents of Cape Cod National Seashore and Zion National Park. This column doesn’t appear in this issue because no one came forward to contribute. Please help educate our readers by writing a brief article for this column.

Ideas are eagerly awaited by the editorial board. Contact information is above or on the back cover. □

ANPR Election Ballots Delayed

Election ballots went into the mail Feb. 20 for members to fill three vacancies on the ANPR Board of Directors. Although the process was expected to be completed in time to announce winners in this issue of *Ranger*, it took longer than expected.

“I owe the membership an apology concerning the filling of three, now vacant, board positions: Membership, Fund Raising and President-Elect,” said ANPR President Cindy Ott-Jones. “Recruitment was

slow and handling the nomination process by e-mail and phone was awkward at best. Returning the Rendezvous to the fall, we should *never* have to handle board nominations like this again. I apologize for the delay.”

Look for your ballot in the mail soon, and find the election results in the Summer 2001 issue of *Ranger*. Election results also will be posted online by late March at www.anpr.org. □

ANPR Reports

Board Meeting – April 2001

The ANPR Board of Directors is scheduled to meet April 20-22 in Las Vegas. A brief report will appear in the next issue of *Ranger*. Members who wish to have a specific item discussed should contact a board member, (information on the back cover).

Retirement

New TSP Options — In May you will have the opportunity to invest in two new stock index funds in the Thrift Savings Plan and take advantage of some plan changes. One of these changes is the capability to know how many shares of each fund you own. This is important, as OPM will also show how much each share is valued (the Net Asset Value) allowing you to determine dollars owned in the funds. The funds share price will be daily valued as opposed to monthly valued. This means that when moving shares from one fund to another, the move will probably be made at the next day's closing price rather than next month, perhaps. Moving shares, particularly from the C-Fund, is not my recommendation, however.

The C-fund as you know is invested in Large-Cap stocks. The new "S" fund is invested in medium and small company stocks (*Mid- and Small-Cap stocks*.) The S-fund follows the *Wilshire 4500 Stock Index*. This is the *Wilshire 5000 Index* with the *Standard & Poors 500 Stocks* (the C-fund) removed. This fund can be followed in the newspaper under the *Vanguard Extended Market Fund*.

The new "I" fund is an international stock fund which follows the *Morgan Stanley Capital International* — EAFE index. EAFE stands for Europe, Australasia (their spelling which includes a region including Malaysia, etc.), and the Far East. There are 21 countries followed by this fund.

In May you will have the opportunity to further diversify your TSP stock funds into Large, Medium, Small and International sectors without duplication. The 10-year average for the C-Fund through 1999 is 18.03 percent, the S-Fund through 1999 is 18.92 percent and the I-Fund is 8.26 percent. All stock funds were down in 2000.

You may want to keep your core holding in the C-fund — say 60 percent to 70 percent, and change the *percentage* of contributions to put any *NEW MONEY* — maybe 15 percent in the S-Fund and 15 percent in the I-Fund.

I wouldn't suggest moving any money out of your existing TSP (all of it in the C-Fund, I hope). And I wouldn't argue if you wanted to just stay in the C-Fund entirely. Consider this: the S&P 500, your C-Fund, was up 37.41 percent, 22.85 percent, 33.17 percent, 28.44 percent and 20.89 percent in consecutive years 1995 through 1999. Hey, is anyone out there losing confidence? A 9 percent decrease in 2000 was just a bump in the road. Don't forget you are in this for the long haul.

In late 1999 the Vanguard Group of mutual funds surveyed 1,400 participants in 401(k)s that company serves. Only 60 percent of those surveyed were confident that they would have enough money to retire — a decrease from 66 percent from the previous survey in 1997. Many employees are worried that the TSP, along with CSRS or FERS retirement and Social Security, isn't going to make it. One problem may have been that when employees were able to first invest in the TSP, they were skeptical. The three funds were explained, kind of. The threat of risk in the stock fund was emphasized. But looking back, the C-Fund has been the safest.

So some of you may be approaching retirement with little to look forward to. Maybe you haven't put enough in the plan each year and/or have invested it in the wrong funds so investment returns have been crummy. Wishful thinking even makes Social Security look better all the time.

Regardless of how close you are to retirement, you'll need to do more. How much more depends on the time available. Nevertheless, you will need *disciplined* spending (what's that?), *disciplined* saving and *disciplined* investing. Starting now, how about:

➤ Not assuming your TSP contributions and the federal retirement will be enough. Calculate your retirement income needs against what your retirement income will be (possibly 80 percent of your high three years) together with your life expectancy. Figure on living a long, long time. Remember, taxes won't go down and inflation may go up.

➤ Calculating the annual investment needs. The returns of the past 10 to 15 years haven't been reasonable. Assume a more modest return according to your risk tolerance, such as 8 to 10 percent (10 percent is the average over the last 70 years in stocks.)

➤ Investing in the following order: Max out your TSP, primarily in the C-fund; put \$2,000 each year in a Roth IRA including spouse's (in no-load mutual funds); and

then any other non-tax-deferred investments, such as stock funds, real estate or individual stocks and bonds. With current contribution limits on the TSP and IRAs (it is hoped that Congress will raise these) you will probably need lots of other investing. Some of you in late working years will need to make sacrifices and forego some of today's luxuries for tomorrow's necessities. Develop an appropriate investment portfolio and stick with it. **Caution:** avoid annuities, life insurance products, bond funds limited partnerships and their ilk. There's no need to fund someone else's retirement with these types of investments.

➤ Realizing you may need to continue to work longer than you expected, hopefully in an after-retirement career that may be less stressful and you might enjoy more. The longer you postpone using your retirement savings, the longer what you hold will continue to grow. *You must save more than you ever thought possible!* □

— Frank Betts, Retired



ROAD MAP for my heirs

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

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

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

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

The book costs \$10, plus \$4 for shipping and handling. U.S. currency only.

Make check payable to ANPR.

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



By Rick Smith
IRF President

I hope all of you had a very happy holiday season and I wish you the very best for the coming year. Let's make 2001 a great year for world conservation in general and for the International Ranger Federation in particular!

As many of you already know, in January lobster fishermen in and around Galapagos Islands National Park in Ecuador protested the imposition of limits on the fishery, limits designed to help make the harvest sustainable. During the protest, park property, including ranger residences, were destroyed as was the research station on the island belonging to the Charles Darwin Foundation. Ecuadorian military units had to rescue park employees from the mangroves to which they had fled during the protest.

The IRF sent a strong letter to President Noboa of Ecuador urging him to restore public order on the islands, to protect the rangers, their families and their personal property, and to punish those responsible for the violence to the full extent of the law. While the situation has quieted down on the islands, tension still exists. The Executive Council will continue to monitor the situation and let the rangers on the Galapagos know that we support them. I do not believe that we can sit by quietly while rangers are intimidated or threatened or when their homes are burned and their families harassed.

I have received a brochure announcing a training session for park rangers in the state of Chiapas in Mexico. This is the southernmost state of Mexico and has been the scene of considerable activity by the Zapatista rebels, protesting the treatment of indigenous people in Mexico. The last day of the three-week course will be devoted to the establishment of a Mexican Ranger Association and to taking the preliminary steps to affiliate with the IRF. The course organizers have asked me to attend the last several days of the course and to speak to the participants about the IRF and its programs. I have accepted their invitation.

We also have received word that rangers in Bolivia have formed an association and are ready to affiliate with the IRF. They are awaiting confirmation of their legal status before completing the affiliation process.

We have forwarded to the organizers of the 5th World Congress on National Parks and Protected Areas, now scheduled for 2003 in South Africa, the list of core competencies for rangers at the journeyman level that the delegates in Kruger developed and approved. This list, according to the principal organizer, will form part of the basis for deliberation by the attendees on the issue of capacity building for field personnel in protected areas. Thanks to Bill Wade and his Kruger team (Silvia Aguado, Argentina, Bob Reid, Scotland, Ephriam Alobwade, Cameroon, Elaine Thomas, Australia, and Eugene Moll, Southern African Wildlife College) for developing this list.

Incidentally, we have posted the core competency list and the Kruger Declaration on the website of the Association of National Park Rangers of the United States in both English and Spanish. You can access the site at www.anpr.org.

Those of you who have attended the last several congresses will remember hearing from Declan Keiley of England regarding the establishment of something called the IRF Consultancy. The Consultancy will attempt to generate income for the IRF by marketing the expertise of our individual members. The Consultancy recently bid on a training contract in Albania and is the successful bidder. The contract is important as it is with the World Bank. The Bank has many environmental projects across the globe. Mike Marshall and Declan will provide the training services that begins in March of this year. This is just the first step in making the Consultancy an important part of our organization.

Mike Marshall and Heike Flemming from Germany will be attending a European Union

meeting on TOPAS, the Training of Protected Area Staff. This may be another place where the IRF can play a major role in assisting ranger colleagues from other countries.

I have received word from Kristen Appel and Andy Nixon in Australia. The first planning session for our next congress in the state of Victoria will take place soon. Start saving your marks, pounds, and pesos for the 4th World Congress. The intention of the organizers is to focus the activities of the congress on the core duties for which rangers throughout the world are responsible: interpretation, protection, and resources management. It should be an exciting week in a beautiful country just like the weeks in Poland, Costa Rica, and South Africa.

Mike Marshall has informed me that the proceedings from the Kruger Congress are almost ready for publication. This will set a new record for the IRF. I am ashamed to recall that it took almost a year and one half to publish the proceedings from the Costa Rica congress. Thanks to all of you who submitted your material in time and thanks to Mike and Merle Whyte for getting the information in final form so quickly.

Thanks to all of you who sent holiday greetings to my wife, Kathy, and me. We really felt the warmth of the international ranger community. Let's continue to work hard to make that community grow and become stronger. □

Rick Smith, a longtime ANPR member, was elected president of IRF in September at the World Congress in South Africa. The above article was his message to IRF members in the group's recent newsletter, The Thin Green Line.

Are you serious about your career?

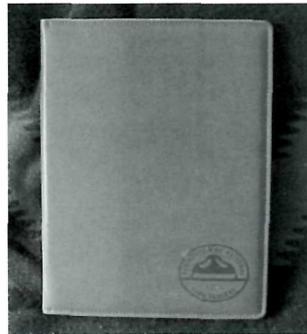
Try the ANPR Mentoring Program

Whether you want to be a protégé or a mentor, the first step is filling out an application. You will find the forms on ANPR's website at www.anpr.org. Go to the link under Membership Services. It's easier than ever to sign up online. For more information contact Bill Supernauth, ANPR's mentoring coordinator, at bsuper@gwtc.net.

CLEARANCE SALE continues! Great prices!



SALE ITEMS	ORIG. PRICE	SALE PRICE	#	TOTAL
ANPR coffee mug (ceramic)	\$6.00	\$4.50		
Large totebag, cream & forest green	\$15.00	\$10.00		
Croakies (eyeglass straps) - Forest Green, circle style: "National Park Service" or "Park Ranger"	\$4.50	\$2.50		
Rendezvous T-shirts - circle size Ft. Myers - Large only Tucson - Medium and Large only	\$15.00	\$2.00		
Mousepads, tan with ANPR logo	\$4.50	\$3.00		
Canvas Carry-on Bag - green with tan lettering (National Park Service)- 19x10x10 with two end pockets	\$29.50	\$25.00		
Leather folder, tan with gold ANPR logo in lower right corner	\$19.50	\$15.00		



Help us get our inventory down so we can order some new items. **A free gift** will come with each order. Place your order now for the best selection. Some items will be discontinued forever!

CLEARANCE BOX at least 50% off original price	ORIG. PRICE	SALE PRICE	#	TOTAL
Insulated mug, large, black (20 oz.)	\$6.00	\$3.00		
Insulated mug, small, gray (12 oz.)	\$4.50	\$2.25		
Pewter key ring	\$4.50	\$2.25		
Large belt buckle, pewter (3-inch)	\$25.00	\$12.50		
Penlights (marbled gray only)	\$10.00	\$5.00		
Small Swiss army knife (black, red or blue - circle color)	\$20.00	\$10.00		

Send order form and check — **payable to ANPR** — to Jeannine McElveen, HCR 82, Box 110, Kimberly, OR 97848.

Name _____

Address _____

Phone _____ E-mail _____

Questions??? Call Jeannine McElveen at (541) 934-2423; jmc004@aol.com

OTHER POPULAR ITEMS!	PRICE	QUANTITY	TOTAL
ANPR decal	\$1.50		
Cloisonne pin with ANPR logo	\$2.00		
Ball cap (beige) with embroidered ANPR logo	\$10.00		
Hoofnagle Rangeroon notecards - winter scene, blank inside	10 for \$7.50		
Can koozie	\$3.50		

Do you have requests for sales items at ANPR's 25th Anniversary (this October in Jackson, Wyo.)? If so, please contact Jeannine by e-mail or regular mail (see above).

Subtotal	
Shipping & handling (see chart)	
TOTAL (U.S. currency only)	

Shipping & Handling (all orders sent certifiedmail)
 Orders up to \$25 \$6.00
 \$25.01 to \$50 \$7.50
 \$50.01 to \$75 \$9.00
 \$75.01 to \$100 \$11.50
 Over \$100 call or e-mail for cost
 Orders shipped outside U.S. call or e-mail for cost

Plans for this year's Rendezvous celebrating the 25th year of the Association of National Park Rangers are rapidly taking shape. While details are still to be worked out, you can expect an information-packed program and ample mirth and merriment—all amidst one of the most spectacular landscapes the country has to offer.

Beginning Sunday, Oct. 28, the Board of Directors will meet (as always, these meetings are open to the membership) at the Snow King Resort in Jackson Hole, Wyo. The full Rendezvous program will get under way Monday morning, Oct. 29.

The program for the 25th anniversary Rendezvous will be unlike any we have had before. The program organizers believe that it is appropriate at our 25th anniversary Rendezvous to take a look at the professions in which most of us engage—cultural resources management, interpretation, natural resources management and protection—to see how much they have changed in the last quarter century and what skills, knowledge and abilities we will have to possess in the future to continue to do a good job. We also think it is time to take a good look at ANPR—where we have been and where we are going in the future.

To give us adequate time to accomplish these goals, we are going to invite only one keynote speaker, either former Director Stanton or the new director.

Program Notes

The rest of the program will be divided into five tracks, the four disciplines and ANPR. In each case, we will take a quick look at what our disciplines looked like 25 years ago when ANPR was established. To do this, we will invite a former NPS leader who was active and important in the discipline at that time. We will then take a quick look at where we are today with the guidance of current program managers. Three of our disciplines have seen considerable change, either through ranger futures or the natural resources challenge, and the fourth is going to undergo change upon the approval of the cultural resources challenge. Finally, we will try to speculate on what we will need to know in the future to do our jobs well and what

trends or changes are most likely to affect us in the next five to 10 years. We will place this future gazing in the hands of some of our most creative, innovative thinkers.

Among the recognized “experts from the past” in the disciplines mentioned who are invited to participate in these tracks are:

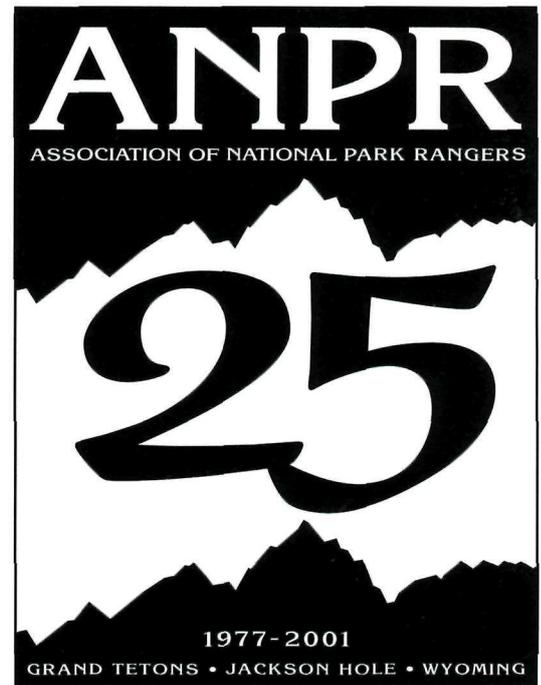
- Ro Wauer
- Jim Carrico
- Melody Webb
- Dick Sellars
- Bill Everhart

We are going to do the same thing with our own organization. What did ANPR look like 25 years ago? What were the original goals and objectives? Who were the major players? Then, we need to look at our association, as it currently exists. In the last *Ranger*, three long-time members proposed changing ANPR and remaking it into another type of organization. Is this appropriate or smart? Do we need to change that radically? Once we answer these kinds of questions, it will be easier to talk about the future of ANPR. The Board of Directors will manage this part of the program.

Throughout the program, participants will share quick vignettes of contemporary America. These will be two-minute presentations of the most exciting, funniest, most poignant or saddest moments during their careers. These can be visitor contacts, interactions with fellow employees, park experiences, or whatever. To bring some order to this potentially chaotic process, we will ask people who wish to share a story to sign up with a designated “vignette coordinator.” The coordinator will gong anyone who takes more than the two minutes. He/she will be unmerciful about this. So, get your vignettes in shape and pared down. This should be a lot of fun.

At the outset of this piece, we said that we were going to try something entirely new in program planning for our 25th anniversary Rendezvous. We haven't ever devoted an entire program to thinking about what we do as professionals and what we are as an organization. We think this is a good time to do it. It will require that those who plan to attend be prepared to be active participants in discussions surrounding the issues as outlined above. We will devote approximately

Organizers plan



one half day to each discipline and to our examination of ANPR. We will be making decisions about discussion leaders in the coming months, but we can assure you that they will be the best thinkers we can find. The workshops will be reserved for topics that we find need more discussion after the examination of our disciplines or for issues that we know are hot-button topics within ANPR.

Whether this program concept works or not is up to you, the potential participants in the Rendezvous. This is not a passive, “sit around and listen to talking heads” kind of program. It will require that you be engaged and ready to offer your ideas and observations, either in the general sessions or in the workshops. The program organizers can only offer the forums for discussion; you have to do the rest.

This should also be a great Rendezvous to help convince potential new members that ANPR is a serious organization, utterly devoted to preserving and protecting our National Park System. While we will have our usual quota of “social enrichment,” we will spend most of our time dealing with the issues that concern us all: how we do our work and how the organization we have chosen to be a part of should evolve in the future. We think it will be an exciting, provocative program. Come join us and find out if we are right.



Share your news!
*We want to hear from you.
 Take a minute to tell others
 your news. Use the form on
 the inside back cover.*

gala celebration for ANPR's 25th



Dennis Young

Provocative Workshops

In addition to the thematic presentations outlined above, there will be several blocks of workshops designed to focus on contemporary issues of interest to participants. Among those being considered are:

- “Talking to Ourselves” – Internal communications within the NPS.
- “ORVs, PWCs and Naked People” – A look at the NPS rulemaking process.
- “The Buck Stops with You” – Direct and vicarious liability during the decision-making process.
- “Protecting a Park 2,000 Miles Long and 300 Yards Wide” – On the intricacies (and applications to other areas) of the protection challenges/innovations on the Appalachian Trail.
- “How Do We Protect the Protectors” – Issues and threats to our colleagues in other nations and suggestions on what we can learn and how we can assist.
- “What *Everyone* Should Have Learned from Cerro Grande” – Underlying lessons from Cerro Grande and their application to other emergencies and everyday activities.
- “The Black Hole” – An update on the structural fire program.
- “The Process of Interpretation: Module 101”

➤ “Visitor Needs and Characteristics: Module 110”

Additional workshops are being planned in natural resources and cultural resources.

A luncheon is being planned for later in the week. A special guest speaker, the Honorable Craig Thomas, senior senator from Wyoming, is being invited. Thomas’ biography describes him as “an outspoken defender of national parks. As the chairman of the Senate Subcommittee on Parks, Historic Preservation and Recreation, he authored landmark legislation that provides critical funding and management reforms to protect America’s national parks into the 21st Century. His Vision 2020 legislation will help to ensure quality visits to national parks, protect the natural and cultural resources, and direct new resources to our nation’s entire parks system.”

A number of vendors demonstrating items of interest to attendees will constitute the exhibition that will open with a reception on Tuesday evening. The exhibition will be open all day Wednesday and Thursday, and an additional reception most likely will be scheduled with the exhibitors Wednesday evening.

Training Courses

Several one- to three-day training courses are being planned in the areas of cultural resources, interpretation and environmental

compliance. Additional information on these training opportunities will be forthcoming in the next edition of *Ranger* and in registration details mailed in the near future to all members.

The usual raffles will take place throughout the Rendezvous, as well as the traditional fines for observed (or sometimes, even made up) behaviors on the part of attendees. In addition, some other special activities are being planned:

➤ A special function is being developed to recognize the “Original 33” – those folks who met in these same facilities in 1977 and whom from the beer haze, it is said, envisioned what is now ANPR. Attempts are being made to get as many of the originals to attend this Ren-

dezvous as possible.

➤ Since Halloween falls during this week, plans are shaping up for a costume party of some sort.

Depending on the weather and interest, there may be possibilities for some outside activities and arranged field trips. And . . . an important return to tradition: *the keg will be back in the general session room.*

Reservations

A room block is being held at the Snow King Resort, site of the first Rendezvous in 1977. The single/double rate is \$85 plus tax. Condos (studio to four bedrooms) are available if you want to share accommodations. Reservations can be made by calling 1-800-522-KING (mention the group name: National Park Rangers). The block will expire three weeks prior to the start of the RR, so reservations should be made early. Check the website at www.snowking.com.

Raffle and Auction

Be thinking now about that special item you wish to make or bring or send to this Rendezvous. Details will appear in the next issue of *Ranger* and in the Rendezvous registration materials. □

— Bill Wade

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.

Kristin "Kale" Bowling (CEBR, MORA, FOVA, OLYM) now a park ranger/interpreter at Carlsbad Caverns, will marry **Tom Schaff** (GRCA, PINN, MORA, OLYM), a protection ranger also at Carlsbad Caverns on April 21. The ceremony will take place at the park's Bat Flight Amphitheater. Address/phone: 28 Permian Drive, Carlsbad, NM 88220; (505)785-2183; djeneba@wildmail.com or tom.schaff@moose-mail.com

Margo Butner now is a full-time permanent visitor use assistant at Grand Canyon. Previously she worked seasonally at Mesa Verde, Harry S Truman, Wind Cave, Grand Canyon and San Juan National Forest. She also has volunteered at Mesa Verde, Grand Canyon, Wind Cave and Carlsbad.

Dennis L. Carruth (CANA, LOWE, REDW, NATR, CACH, SACN, CATO, CAVE, BELA, GICL) is the new site manager at Nicodemus NHS in Kansas. Previously he was chief ranger at Capulin Volcano NM. He and **Anne Coupland** are house hunting and looking forward to tracing the historic events of Dorothy and Toto.

Ellen "Kathy" Foppes (CACH81-83, OCMU 84-85, SERO85-91, MWRO91-93, HOVE93-94, SAAN94-00) is the new chief of cultural resources management at Gateway National Recreation Area. Son **David**, 11, can't believe he's moving from Texas to New York City! Address: 8501 Tamarron Drive, Plains-boro, NJ 08536-4318; (609)750-7455.

John Lynch (CACO, BOST, ROWI, CHRI, BUIS, BOSO and 025 ranger with Army Corps of Engineers) is the new chief ranger at Boston NHP. Previously he was a staff park ranger at the Boston Support Office.

Einar Olsen, National Capital Region, Washington, D.C., is spearheading a uniform donation project. He plans to collect excess uniforms — from other agencies, not just the NPS — to send to rangers in Africa whose countries can't afford to provide them. For more information or to help, contact him at

Einar_Olsen@nps.gov.

Rob Shanks (PEFO, NERI, EVER, INDE, BISC) is a GS-11 park manager at two Corps of Engineers multiple-use flood control projects, Hopkinton-Everett Lakes and Edward MacDowell Lake, in New Hampshire. Previously he was a GS-9 park ranger at Biscayne National Park. Address: 8 Penwood Drive, #1; Penacook, NH 03303; robsh@earthlink.net

Gary Vequist (YELL, EVER, GRSM, FIIS, DEVA, GLBA, ARO, CAVE) is the new associate regional director of natural resource stewardship and science in the Midwest Region Office. Previously he was chief of resource management and visitor protection at Carlsbad Caverns. □

Attention, Photographers!

Display your best park-related photos (those with park employees or scenery) at ANPR's photography contest. It will take place at the Rendezvous Oct. 29–Nov. 2 in Jackson Hole, Wyo. Prizes will be awarded to the top photographers.

To enter, send your **print (no slides)** — any size, color or black and white — to *Ranger* editor Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401. Selected photos become the property of *Ranger* magazine and may be used in the publication.

You don't need to be present to win, but your attendance at Rendezvous is encouraged! Read more about it on page 24. Questions? Contact the editor at fordedit@aol.com.

Welcome (or Welcome Back) to the ANPR Family!

Here are the newest members of the Association of National Park Rangers:

Anita Arends Deer Lodge, MT
 Rachel Benton Interior, SD
 Patrick Bernhard Baton Rouge, LA
 Coby Bishop Royal, AR
 Nancy Blanton Fort Davis, TX
 Richard Bryant Jacksonville, FL
 Shelley Buranek Interior, SD
 Natl. Parks & Conservation Assoc. Washington, DC
 Anita Dore Deer Lodge, MT
 Robert Dunkerly York, SC
 Karri Fischer Hot Springs, SD
 Randy Fisher Morgantown, PA
 Mark Gorman Interior, SD
 Kelly Hawk-Mee Victorville, CA
 Jim LaRock Woodstock, MN
 Shaun Larson Custer, SD
 Russ Logan Interior, SD
 John Lynch Medford, MA
 Bob Martin Crescent City, CA
 Marianne Mills Interior, SD
 Jan Pauley Estes Park, CO
 Kathy Schultz Mosca, CO
 Tim Setnicka Ojai, CA
 Rod Skalsky Stanton, ND
 Larry & Gina Smith Newberg, OR

Joseph Sortor Interior, SD
 Ken Thompson Wall, SD
 Phillip Thompson Medora, ND
 Patrice Tunge Stanton, ND

Missing ANPR Members

The ANPR business office needs your help to find these people. Those listed below with an asterisk before their names are life members. It is important to locate them so they may continue to receive their ANPR membership benefits. Many of these names have appeared in previous issues of *Ranger*, but addresses haven't surfaced yet. Please check the list and send information to ANPR, P.O. Box 108, Larned, KS 67550-0108; anpr@larned.net

*Ann Belkov New York, NY
 Cathy Buckingham St Mary, MT
 *Linda Canzanelli Alexandria, VA
 Coral Conway Eagle, AR
 *Matthew Day Yamhill, OR
 *Linda R. Emerson Hopkinton, MA
 Ron Fankhauser Harrisonburg, VA
 Cynthia Fret Moran, WY
 *Barbara J. Griffin Yosemite NP, CA
 *Haywood S. Harrell Savannah, TN
 *Craig Johnson Bettles Field, AK
 Jack Kane Altoona, PA
 *R.J. Marsh Yosemite, CA
 *Jeffrey D. Mow Bettles, AK
 *Richard F. Ryan S. Wellfleet, MA
 *Dan R. Sholly Yellowstone NP, WY
 *Peter J. Ward Washington, DC
 * *life member*





Teresa Ford

David Newell, an interpreter at Bent's Old Fort National Historic Site, near La Junta, Colo., stands in the trading post. The present-day structure is a reconstruction of the original 1833 fort, built with similar materials and furnished mostly with reproductions. Charles and William Bent, along with their partner Ceran St. Vrain, had established the fort on the north bank of the Arkansas River, the boundary between the United States and Mexico, to take advantage of trade with trappers, native Americans and travelers along the Santa Fe Trail.

What issues would you like to see addressed in the pages of Ranger? Contact Teresa Ford, editor, or Ken Mabery, editorial adviser. Addresses/phone numbers are below.

We need your ideas!



Ranger welcomes short submissions for:

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

Send your submissions to:
Teresa Ford, Editor
 fordedit@aol.com
 or to 26 S. Mt. Vernon Club Road
 Golden, CO 80401

**Give a friend
 a membership
 to ANPR**

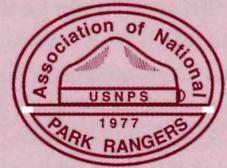
The Association of National Park Rangers has been an organization looking out for your interests for nearly 25 years. As a member, you have access to many benefits. Included are:

- ▶ Quarterly *Ranger* magazine with professional information & updates
- ▶ Special rates on distinctive ANPR promotional items
- ▶ A way to keep in touch with friends and colleagues
- ▶ Facilitated mentoring program
- ▶ Discounts on Rendezvous registration & ANPR-sponsored training courses

For more information on these programs, contact:

ANPR Business Office
 P.O. Box 108
 Larned, KS 67550-0108
 (316) 285-2107 • fax: (316) 285-2110
 anpr@larned.net

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



Why write for *Ranger*?

- ▶ Shares ideas; say it where 1,400 readers will see it
- ▶ Viability for your thoughts and issues
- ▶ Improves your writing skills (peer reviewed)
- ▶ Adds "published writer" to your resumé
- ▶ Be creative beyond day-to-day government writing style
- ▶ Professional recognition among your peers

We are looking for good articles/ideas in these areas:

- ▶ Philosophical/ethics discussion
- ▶ "News you can use" events that we all can learn from
- ▶ Topics of interest to park employees (i.e. housing)
- ▶ Travel of interest to park employees
- ▶ New technology/new ways of doing business
- ▶ Special places — discoveries you've made
- ▶ Photos, photos and more photos!

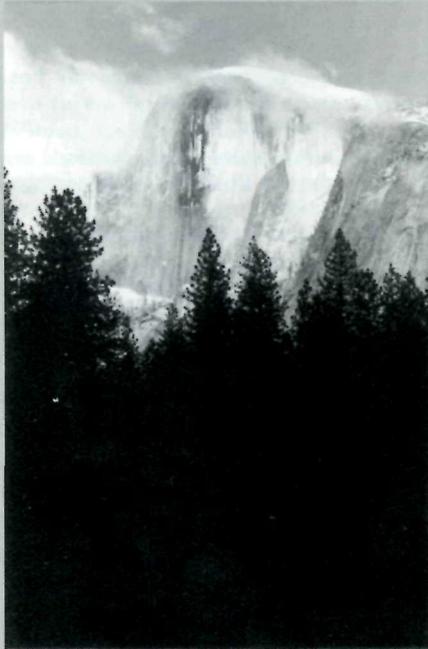


Contact the editor or editorial adviser for more information or with your ideas:

Teresa Ford, Editor
 fordedit@aol.com
 (303)526-1380
 26 S. Mt. Vernon Club Road
 Golden, CO 80401

Ken Mabery, Editorial Adviser
 maberyken@aol.com
 (503)261-8163
 12608 SE Alder, #53
 Portland, OR 97233

Please share your photos with Ranger magazine!



Teresa Ford

Half Dome, Yosemite

Ranger magazine always can use new photos for publication. If you have some good shots of rangers working in national parks or scenic shots from the parks, please consider sharing them. (No slides, just prints or digital files.) Contact the editor at fordedit@aol.com; (303) 526-1380, or mail to Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401.

After photos are published, they will be returned if you write your name and address on the back. Please help today!

Letters *(continued from front inside cover)*

My only question would be how to best embrace the private non-profit and partnership friends of the NPS. It may be enough to have an employee association which has as part of its mission statement an emphasis in a working relationship with them. You may wish to contact these groups during a mission statement development process to inquire about how such an employee association could best serve them. Some of the groups possibly worth contacting would include: the National Alliance of Heritage Areas, National Association for Interpretation, National Trust for Historic Preservation, National Association of State Park Directors, National Conference of State Historic Preservation Officers, National Center for Recreation and Conservation, National Alliance of Gateway Communities, Association of Partners for Public Lands, National Association of Service and Conservation Corps, Advisory Counsel on Historic Preservation, Student Conservation Association, TPL, NPCA, NPF and others.

Such emphasis in mission and early com-

munication would increase credibility and clout. You can reach me at ljameson@juno.com.

— Lee Jameson

Way to go!

Good deeds often go unrewarded. Einar Olsen has been working hard on behalf of ANPR and our colleagues in other countries. In case you don't know, he has been working since he returned from South Africa last September on a uniform donation project. The excess uniforms — from other agencies, not just the NPS — would go to rangers in Africa whose countries can't afford to provide them. This is a thankless task with all kinds of problems with shipping, corrupt customs agencies in other countries and the like. As the president of IRF, I am deeply appreciative of his efforts. I hope you are, also. I think he deserves a big "thank you" from the board at the next Rendezvous.

— Rick Smith
Placitas, N.M.

ANPR Supports IRF

At the Tucson Rendezvous (December 1998) the existing ANPR board gave the international committee the go-ahead to raise money to provide scholarships for Latin American rangers who wished to attend the International Ranger Federation World Congress in September 2000.

Mostly through Rick Gale's efforts, we were able to secure a \$15,000 grant from the National Park Foundation for this purpose.

ANPR can be proud of its efforts on behalf of our colleagues to the south. Without our aid, almost no Latin American ranger would have attended the congress. I hope you will give Erik Oberg and the new international committee the same permission that your predecessors gave to me and my committee if they decide to try to raise money to support attendance at the 2003 congress in Australia.

— Rick Smith
IRF President



The NPF grant supplied funds for airfare for Ronald Mora, Costa Rica; Juan Carlos Gambarotta, Uruguay; Marcelo Segalerba, Uruguay; Eliecer Cruz, Ecuador; Pedro Prieto, Argentina; and Jose Melchor, Venezuela. It also paid for Congress registration for five people, and postage to mail airline tickets overseas.



You can help.

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

For more information, visit our web site at www.nationalparks.org.

National Park  FOUNDATION

MEMBERSHIP APPLICATION — Association of National Park Rangers

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

Name(s) _____ Office phone _____
 Address _____ Home phone _____
 City _____ State _____ Zip+4 _____ Home e-mail address _____

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.

Note: It costs \$45 a year to service a membership. ANPR suggests additional dues based on your annual income according to the chart below.

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

Life Members (*May be made in three equal payments over three years*)

Active \$750 \$1,000
 Associate \$750 \$1,000

Library/Subscription Rate (two copies of each issue of *Ranger* sent quarterly) \$100

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

Return membership form and check payable to ANPR to:
Association of National Park Rangers, P.O. Box 108, Larned, KS 67550-0108
Membership dues are not deductible as a charitable expense.

Administrative Use
Date _____
Rec'd \$ _____ Check # _____
By _____

► **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:
 Teresa Ford, Editor
 26 S. Mt. Vernon Club Road
 Golden, CO 80401
 or e-mail: fordedit@aol.com

Name _____

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

New Position (title and area) _____

Old Position (title and area) _____

Address/phone number (optional — provide if you want it listed in *Ranger*) _____

Other information _____

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