

RANGER

The Journal of the Association of National Park Rangers

ANPR  *Stewards for parks, visitors and each other*

Vol. XX, No. 1 • Winter 2003-04



Rendezvous XXVI • Nov. 9–13, 2003
Plymouth, Massachusetts

Letters

Thanks for the support

The Fourth International Ranger Federation World Congress held in Australia (March 2003) was a tremendous success, with more than 200 rangers from 37 countries exchanging ideas and knowledge, and networking, and with positive outcomes from the congress.

As newly elected president of the IRF I am only slowly becoming aware of the contributions of various organizations toward the success of the World Congress.

Allow me to add my personal thanks to the Association of National Park Rangers, whose good work and financial support ensured the attendance of the following rangers from Latin America at the congress: Marcelo Ochoa, Argentina; Ronald Mora, Costa Rica; Marcelo San Martin Mora, Chile; Silvia Aguado, Argentina.

Your coordination with the California State Park Rangers Association in their sponsoring of Bolivian ranger Ana Carola Vaca Salazar is also recognized with thanks.

I am sure these rangers went away from the congress richer and fuller rangers, to the benefit of their protected areas and themselves, contributing toward our mutual objectives.

As a founding member ANPR is recognized as a crucial supporter of the IRF, and I look forward to working closely with your association in the future.

To your association and its members, my personal gratitude.

— David Zeller
President, IRF

Belgian ranger offers tours

In 2004 there will be some commemorations in France and Belgium of the 60th anniversary of D-Day 1944 and the Battle of the Bulge at Bastogne. 1944 was the "Year of the Liberation" for old generations of today and they remember so much. I have a Belgian newspaper about "1944, a Winter Inside the Heart of WW II."

Here is a summary of the festivals at Bastogne:

March 2004 to 2005, Bastogne City will remember the Battle around Ardennes
March 7, 2004, Theatrical Scene, "We Will Come Back"

April 2, semimarathon, "Peace Cities"

May 9, Stock exchange

May 21, new book presentation on "Bastogne, 30 Days Above Snow and Fire"

- June 1, 1st Memorial Day
- June 24, "European Souvenir March"
- Sept. 6-10, "Three Boundaries March"
- Sept. 10, FOY Village, "FOY American Memorial"
- Sept. 20-21, U.S. veterans come back
- Oct. 30, Philatelic display
- December 2004, display, "I had 20 on 1945 at Bastogne"
- Dec. 16, Night vigil
- Dec. 18, Historical reconstitution/Nuts Fair
- Dec. 19, Noville Village's Commemoration and old U.S. vehicles display

If you are interested, please let me know. For U.S. park rangers and/or their families, I would be able to guide them with so much pleasure. Don't forget, it will be about the U.S. veterans, "The Last of the Last Anniversary," in France and Belgium.

Like in South Africa 2000 at the Third IRF Congress, I hope to meet you. I hope to read about you and never forget. With all my best friendship.

— Francis Pierard
Forest Ranger and Peace Officer
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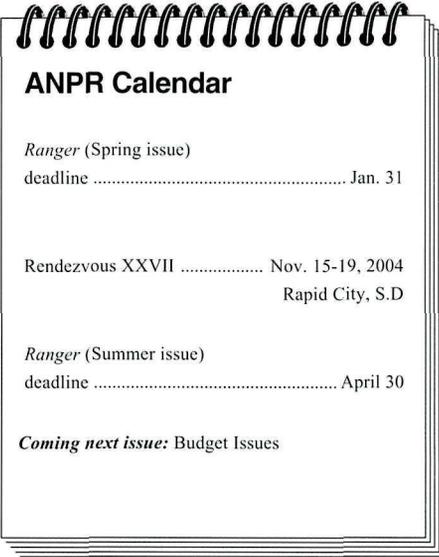
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ANPR Calendar

Ranger (Spring issue)
deadline Jan. 31

Rendezvous XXVII Nov. 15-19, 2004
Rapid City, S.D

Ranger (Summer issue)
deadline April 30

Coming next issue: Budget Issues

RANGER

The Journal of the Association of National Park Rangers

Vol. XX, No. 1

Winter 2003-04

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; fordedit@aol.com. Editorial adviser, Mark Herberger, (605) 433-5552.

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Spring issue	Jan. 31
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Winter issue	Oct. 31

Submit copy to editor in Microsoft Word format or Rich Text Format as an attached file to fordedit@aol.com or on computer diskette to the address above.

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Cover: Plymouth Rendezvous logo courtesy of Rick and Dave Rizzotto.

President's Message

Mission 16 Launched

A 10-year program to improve the resource stewardship capacity of the National Park Service was launched by ANPR at the Ranger Rendezvous. Read about the program and member involvement on pages 4-5 of this issue. A steering committee will oversee strategic direction and goal accomplishment. Members of that committee are Rick Gale (chair), Mary Martin, Bob Krumenaker, Nancy Ward and Dave Anderson. Working for them, at least initially, are four work groups: background and project direction; statistical baseline and projections; public relations and outreach; and membership recruitment. Volunteers are needed to work with each of these except member recruitment, which is full (see details below).

ANPR Instrumental in Change to Outsourcing

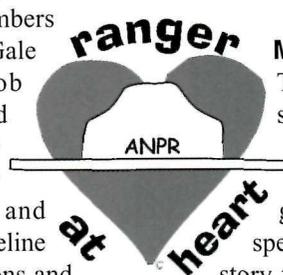
Director Mainella made the announcement at Ranger Rendezvous that fee collectors and park guides no longer are subject to outsourcing studies. This announcement before field employees came fully 24 hours before its release in any other venue.

ANPR was the first organization to actively voice concerns about the methods by which outsourcing was being implemented. Since the beginning we have specifically talked about how field employees, including fee collectors, park guides and others (notably interpretation, maintenance and resource managers), are the public's image of the National Park Service. These employees often are the only uniformed presence that visitors ever see. ANPR has been vocal that each and every one of these groups of field employees contributes significantly to the field team. Without members of the team in these job series, as federal employees, the National Park Service's ability to achieve its mission is severely hampered.

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Director Mainella's announcement at Ranger Rendezvous was significant. It acknowledged that ANPR is a leader in bringing the Service's needs to the forefront on this issue. It also let the Association and other members of the NPS community know that ANPR's involvement has made a difference.



Membership Drive

The above initiatives have sparked renewed interest in recruiting ANPR members. The Association has a tangible goal that can benefit prospective members and a success story that bears witness to the effectiveness of our actions. The membership recruitment committee consists of Kirsten Talken-Spaulling (chair), Barry Sullivan (strategic plan), Kristin Snow (student intern), Cathy Buckingham, Dick Martin, Liz Roberts, Roxanne Seale, Kendell Thompson and Lee Werst.

If you're serious about advancing 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 Supernough, ANPR's mentoring coordinator, at bsuper@gwtc.net.

Rendezvous in Pilgrimland brings fresh commitment from members



Teresa Ford

RENDEZVOUS SCENES

Above, A replica of the Mayflower in Plymouth Harbor; seagulls at Cape Cod

Far left, Jim VonFeldt gets acquainted with first-time Rendezvous participants Tom Banks (center) and Roxanne Seale.

Left, Laurie Heupel and Lisa Myers visit in the hospitality room.



Teresa Ford



Warren Bielenberg

New England charm and friendship were plentiful during the Ranger Rendezvous in Plymouth, Mass.

The 26th annual event attracted about 110 ANPR members Nov. 9-13, 2003, for a weeklong renewal of friendships, workshops and general camaraderie.

The cozy surroundings lent themselves well to meeting new people and discussing issues of mutual concern. With a theme of "What You Can Do for Stewardship," Rendezvous participants attended workshops on a wide array of interests (see page 6).

For the third time in as many years, NPS Director Fran Mainella addressed the group and made an important announcement: that fee collectors and park guides no longer are subject to outsourcing studies.

The New England Park Ranger Association met concurrently with ANPR and this led to new fellowships and associations.

Other annual Rendezvous traditions also were upheld:

- The National Parks Conservation Association, as it has for the past 17 years, announced the winner of the prestigious Mather Award during a general session (see page 6).
- Eric Epstein of Harpers Ferry Center hosted the NPS Film Fest, a look at some of the best visitor-center films including ones from Acadia and Apostle Islands.
- Nearly 35 first-time attendees, the highest number in recent memory, joined the board for a newcomers' breakfast.
- Members took part in a series of well-organized, informative field trips to NPS

sites — behind-the-scenes looks at Minute Man, Lowell, Cape Cod and New Bedford Whaling. One evening a group visited the U.S.S. Constitution — "Old Ironsides" — and the nearby museum, followed by dinner in downtown Boston. Some people visited additional parks on their own before or after the Rendezvous, including Adams, Saugus Iron Works and Frederick Law Olmsted.

- Ken Mabery presented the second ANPR President's Award to Rick Smith for his longtime service to the group.
- The annual Super Raffle attracted interest on the final day (see page 8 for the winners' names).
- The annual photo contest highlighted members' creative work (see page 9). □

— Teresa Ford, Editor

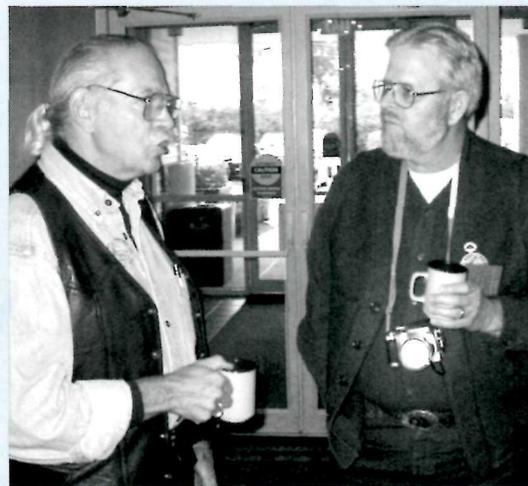


Ranger Bill Burke at Fort Hill, Cape Cod



Teresa Ford

Longtime ANPR member Deb Liggett



Warren Bielenberg

ANPR board member Bill Supernaugh (left) and Dave Townley, president of New England Park Ranger Association



Teresa Ford

Clair Roberts (left) and Cindy Bryden



Warren Bielenberg

NPS Director Fran Mainella



Teresa Ford

Former NPS Director Roger Kennedy and his wife, Frances, stopped by one morning.

Rendezvous speakers inspire, call for action

Speakers at the Ranger Rendezvous took time to spur action and reaction from participants.

Carol Love, a consultant for nonprofits, spoke about issue advocacy and how it relates to ranger-related activities. "Help us see what you see, feel what you feel," she said. Later, she added, "If you aren't willing to ask for what you need, then you don't need it. That may be harsh, but that's politics."

Roxanne Quimby, founder/owner of Burt's Bees, provided a summary of the proposed Maine Woods National Park. Independently she has purchased thousands of adjacent acres for preservation. It's all part of a larger mission to save "scraps of what we haven't consumed in this poor tattered Earth we live in," she said.

Author and documentary film producer **Dayton Duncan** related his research about the famed Lewis and Clark Expedition, now nearing its 200th anniversary. "Think of it as a 4,000-mile-long museum running through the heart of the country," he said.

America's fascination with Lewis and Clark continues partly because "it's a great story — our nation's own odyssey. The journey is so intertwined with our nation's past."

Over the next five years Duncan is working on another film project — a history of the national parks.

NPS Director **Fran Mainella**, in her Veterans Day address, encouraged ANPR to communicate regularly with her, even though disagreements may arise.

Later, she drew hearty applause when she announced that fee collectors and park guide positions are "inherently government" and have been removed from the outsourcing list. Fielding questions afterward, she touched on such topics as the Natural Resource Challenge, Management Policies Review, 6c, travel restrictions and recognizing retirements of longtime employees.

Deb Liggett, a longtime ANPR member, closed the Rendezvous with a spirited talk and pointed remarks.

After declaring that "this administration neither understands nor values their guardianship responsibilities," she urged the audience to stay loyal to the NPS mission.

"You need to model excellent leadership whatever your role is," Liggett said.

Later, she concluded, "I believe in public service. It is an honest and noble profession. It is your expression of patriotism.

"Stand tall — you do the nation's work."

Check the ANPR website for more detailed coverage of Rendezvous activities. □



Teresa Ford

Plymouth Harbor at dawn

MISSION 16

A Rendezvous workshop helps to establish vision and strategies for getting to 2016 — 100 years of service.

ANPR eyes the gap

By Kendell Thompson
Arlington House

Ranger Rendezvous' are somewhat famous for fostering the occasional bleary-eyed moment, some of which result in embarrassing fines the next morning.

However, at this past Rendezvous, two well-attended work sessions led by board member Bill Supernauth took an unflinching look into the future. These sessions were designed to begin establishing the vision, parameters and strategy for **Mission 16**, a major thrust being fostered by ANPR to improve the personnel services infrastructure of the National Park Service.

Modeled after Mission 66 from 1956-66, **Mission 16** would be a powerful, 10-year program culminating with the NPS centennial in 2016. **Mission 16** would identify the gap between the people resources currently available to the NPS and the number of people and other resources needed to accomplish our mission — and close that gap.

Everyone dragged their chair into a circle and ideas were soon flowing. Discussion was stimulating and a number of divergent views were aired, all of which I tried to capture with furious writing and poor spelling on a dozen sheets of flip-chart paper.

Mission 66 Effort

Mission 66 was a huge effort. It cost a billion dollars and took the will and involvement of everyone in the Service from the Washington leadership to the field staff in every park. **Mission 16** promises to be every bit as big and probably cost a lot more. Consequently, it became immediately apparent that this was a big bite and ANPR could not make this happen alone, but would instead serve as a catalyst. ANPR would set the ball rolling by identifying the underlying need and vision for this ambitious program. ANPR would serve as the

conscience, muse and adviser to a process that, due to its sheer scope and size, would have to be a governmental program.

It was noted that the people of the NPS tend to be go-getters and problem solvers who want to jump right to a solution and make it happen (at least after they've had coffee). So it was agreed that the first step in defining **Mission 16** was to initially set aside solutions and concentrate instead on further defining the problem.

Number one was the acknowledgment that we were basically talking about staffing. There were many other components that will need addressing in **Mission 16**, but the primary thrust is a need to increase staffing. However, identifying the problem in this context is problematic because current private-sector models for becoming more lean and efficient to better achieve company goals, especially when coupled with insidious governmental outsourcing thrusts, make this goal look counterintuitive.

So the group considered approaching the problem by identifying *why* staffing is needed: without more staff we cannot satisfy our mission to protect the nation's natural and cultural treasures; this makes the problem a resource degradation problem instead of a staffing issue.

Staffing issues can also be viewed by the public and Congress as purely internal complaints that amount to just so much whining. So sticking to resources, how do we know that the public is aware of a resource degradation problem? Anecdotally it appears that there *is* a fair amount of awareness and acknowledgment that such a problem exists. But does the public believe the problem is important? And the problem of resource degradation is chronic and slow. What the public knows, believes and agrees with today is different than its position five years ago — just as it will take a new shape by 2008. Additionally, parks may be the

victims of the intrinsic high quality of their resources. Even if Yosemite Valley is completely overrun and no visitor ever sees a park ranger, it's still a great place! Will such visitors listen to our staffing and degradation lament and say, "I don't get it; I had fun five years ago and I had fun today. So what if all the plants are now exotics and I didn't learn a darn thing about stewardship, *Sequoiadendron gigantea* and some bearded hippy named Muir, I had a great time and took some phat pictures. The beer was kind of expensive, though."

Perception of Park Problems

Looking at how visitors may perceive ANPR's avowed need for **Mission 16** led to a short, but somewhat fractious and perhaps even schizophrenic discussion. There was some concern that the perception of national park problems are becoming more unclear and diffuse to the public as a consequence of our recent focus on partnership and "seamless parks" initiatives. If a visitor goes to a regional or state park that is focused more on recreation than resource protection and they have a good time in an environment that seems fine to them, they may not be able to understand what the problem is. If they do not distinguish between that "other park" experience and the experience they are anticipating in a national park area, it may be hard to make a case for degraded resources. We end up with a satisfying visitor experience based on the lowest common denominator. Further, there was concern that if we continue to push our visitor's experience into programs run by partners, how can we maintain that we need more park staff? Visitors get their park experience either way.

Therefore, **Mission 16** must be approached on a national level with a public awareness that "their" local national park area connects directly to Yellowstone. Still, it is important that there remains a place at the table for our compatriots in state and regional parks. If we successfully improve the base funding, staffing and resource conditions in national parks, this effort potentially raises the bar for administration of other park areas. **Mission 16** should never lose sight of the bigger picture of parks in America and should lead to a trickle-down of support for other parks.

Expansive Scope

The scope of **Mission 16** is huge and must be able to maintain momentum be-



Teresa Ford

Rendezvous attendees gather around notetaker Kendell Thompson in a discussion of the Mission 16 idea.

yond the average congressional attention span, the careers of many of those sitting in the discussion circle and multiple administrations. Therefore, ANPR must approach the launch of **Mission 16** cautiously to avoid it becoming a flash-in-the-pan sound bite. Focusing the **Mission 16** roll-out on a resource message also points out that we are not just talking about wanting to hire a bunch of rangers who want to get away from the public and live on a mountain somewhere.

Goal Must Be Concise

The goal of **Mission 16** needs to clearly state that the need for additional staffing includes *every discipline of the Service*. It needs to be clear that every NPS employee is a resource steward, or borrowing from a Rendezvous keynote presenter, we are *all* resource guardians.

It was also noted that additional staff won't solve the growing problems of resource degradation unless there is a strong mission identification in the leadership of the Service *and* in the public. To make matters worse, at present our hands are mostly tied when a visitor *does* step up to the plate and ask, "How can I help?" There is no clear answer to this question; one of the goals of **Mission 16** must be to involve the public and streamline our ability to get them involved in discussions with their respective congressional delegations.

Strategy and Solutions

In the second workshop session, we broke our leash and began looking at solutions. Although heavily nuanced, our definition of the problem as one of resource degradation seemed clear enough. So it was time to jump ahead. As a first step, we began to

define the audience for ANPR's attention. Congress is where the message needs to go, but it was concluded that the primary audience was the general public. Without them onboard, Congress would not be able to sustain a 10-year commitment.

It soon became clear that first ANPR, and then the NPS, would need to launch a public relations/marketing campaign —

but we would have to think of it in different terms. Public relations connotes a "sell-job." What we need is a public *awareness* campaign. We need to use simple messages to tell the public something to the effect: "There is a serious problem with the condition of the nation's resources and our ability to care for them is severely hampered by under funding. We just thought you would want to know."

Simple messages might be:

"Care for our parks"

"Protect our parks"

"Help us; give us tools to do better"

"Parks are economic engines"

Despite some spirited brainstorming however, it was acknowledged that these kinds of messages need to be crafted by professionals (don't attempt this at home — or at a Rendezvous session).

The single best public awareness tool currently available to ANPR and the NPS is us, the employees. One strategy during the roll-out of **Mission 16** may be to develop a "message kit" that NPS staff could use initially on their own time as ANPR representatives, then later, when the idea was officially adopted, as government representatives. We are respected by the public and known in our various communities. We have a strong ability to lend **Mission 16** the credibility it needs. We have the ability to tell compelling stories and set up a kind of "It's a Wonderful Life" cautionary tale for the park's resources. We need to answer the question, "What would we do, what would the parks look like, if we had all the staff we wanted?"

As **Mission 16** is tied to the NPS centennial, one set of compelling stories might be derived from the centenarian public: we could feature interviews with 100-year-old park visitors who remember when Petrified

Forest was full of rocks, for instance. These could be juxtaposed with interviews with 100-year-old rangers. Finally, we could add interviews with our children, many of whom can expect to reach 100 and beyond.

Another tool to support the need for **Mission 16** are business plans. These could serve as mini Mission 16s for specific park areas and are a perfect example of how ANPR can team with others, such as the National Parks Conservation Association, to help us chew the big bite represented by **Mission 16**.

We may also need to swallow some of our modesty and our culture of "do whatever with what we've got" and tell some bad stories — especially to the media. Until something becomes obviously broken, it is hard to convince someone that it needs to be fixed. We may need to demonstrate such a chronic failure: show through business plans and public awareness campaigns that under current funding levels we will soon have to close half the Grand Canyon because we cannot staff it enough to protect it.

However, we have to walk a fine line to avoid losing our audience and diminishing the strong regard the public currently holds for park staff. Rather than becoming the standard bearers of bad news, we have to demonstrate that ANPR members are the experts — that ANPR is part of the solution, not just members of the whiner chorus. This goes double for our leadership in Washington; it is important that we don't alienate the very people who we need to help us get this huge ball rolling for 10 years. Our messages, both good and bad, must always carry a thank you for the support and help the public, Congress and directorate have given us over the years; we just have to make sure they understand we need more!

The bottom line is that **Mission 16** is about significantly increasing our base funding to allow us to protect the resources and provide visitor services to the levels we have identified.

In 1961 President Kennedy said, "We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills, because that challenge is one that we are willing to accept, one we are unwilling to postpone, and one which we intend to win, and the others, too." 🚀

Rendezvous Workshops

ANPR's call for papers formed the foundation for the Rendezvous workshops. The authors of accepted papers presented their ideas at hourlong workshops during the week of Rendezvous. Below are summaries of their findings.

National Park Stewardship and Vital Signs Monitoring

Place-based conservation strategies require that stewards know and understand the targeted ecosystems, restore impaired resources, protect the ecosystems and mitigate threats to them, and connect people deeply to the ecosystems. Monitoring the environmental equivalent of medical vital signs is the quickest, surest and cheapest way to discover and track dynamic ecosystem structure and functioning. Monitoring vital signs can determine status and trends of ecosystem health, establish empirical limits of normal variation, provide early warnings of situations that require intervention, and help frame research questions to determine cause and consequence.

— Presented by Gary E. Davis, visiting chief scientist, Oceans Program, Washington Office

Stewardship of the Dead: An International Case Study at St. Croix Island International Historical Site, Maine

Thirty-five settlers died in 1604-1605 and were buried in a small cemetery on St. Croix Island. During the summer of 2003 the respectful reinterment of these human remains in their original locations took place. A series of steps were taken to consult with government officials from Canada, France, the Maine tribes, Canada's First Nations and the state of Maine to achieve consensus on the project. The session also looked at forming creative scientific partnerships to undertake the fieldwork, and meeting logistical challenges of conducting scientific study on a remote island.

— Presented by Lee Terzis, cultural resources program manager, Acadia National Park

Civic Engagement and the National Park Service

Civic engagement means working with communities to tell the whole story through preservation, interpretation and education. The presentation of public history must involve our audiences, raise awareness and sensitivity to many voices, and respect perspectives held by partners and communities. The National Park Service's efforts to increase civic engagement with the public demonstrates the power of broader interpretation, collaborative preservation planning, and public comment on treatment for heritage sites.

— Presented by John Maounis, deputy associate regional director for cultural resources, Northeast Region; Rolf Diamant, superintendent, Marsh-Billings-Rockefeller National Historical Park; John Piltzecker, superintendent, New Bedford Whaling National Historical Park; Gay Vietzke, superintendent, Sagamore Hill National Historic Site

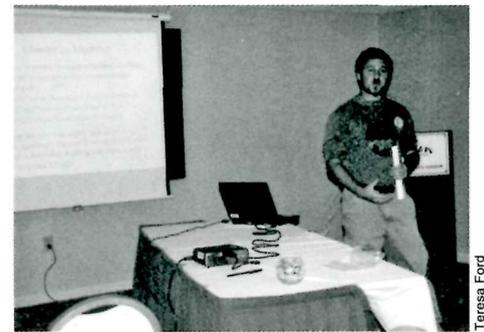
Beyond Stewardship: Public Lands as a Catalyst for Social Change

Elements of our society believe that they have the knowledge and ability to manage and control all other forms of life and natural systems. This belief has withdrawn us from the biotic community

and endangered the rest of that community. As the professionals charged with protecting and managing the places that our society has deemed special, we find ourselves in place to create a social change to bring our society into the

biotic community. In order to accomplish this social change, our profession must commit itself to continue setting goals and developing guiding principles. This session provided the groundwork to move beyond the current view of what stewardship is to what stewardship can become, to move beyond being managers of the natural environment to influencing and managing ourselves.

— Presented by Kevin Damstra, park ranger, resource education and public use management, Boston Harbor Islands National Recreation Area



Kevin Damstra, Boston Harbor Islands

Teresa Ford

Naturally Speaking

A custom designed "message" strategy for natural resource stewardship and science will do much to bridge current communications gaps, fill unmet needs and amplify existing successful communications programs and activities. It will build partners, generate constituent support, advance understanding of natural resource stewardship and science programs and activities, and improve internal agency interactions. Such a strategy is a logical outgrowth of the Natural Resource Challenge, and will complement other agencywide initiatives, including the "Renewing our Education Mission," the "Connecting Parks with People" initiative and communicating the National Park Service mission.

— Presented by Mike Whatley, information services branch manager, Natural Resource Management Division, Washington Office

Global Stewardship and the International Technical Assistance Program

The U.S. Department of the Interior is the nation's principal conservation agency, responsible for the management and protection of its most precious natural, cultural and historical resources. Participants learned about the training and technical assistance Interior provides to countries in such areas as protected area management, minerals management, cultural resources management, reclamation of abandoned mine lands, environmental education, ecotourism, endangered species conservation, wildlife law enforcement, visitor services, resource interpretation, recreation management, park infrastructure, fire management, concessions management, control of invasive species and community outreach.

— Presented by Barbara Pitkin, ITAP program manager, U.S. Department of the Interior

Partnering for Stewardship in the Y to Y Corridor

Earthwatch Institute, the Yellowstone to Yukon Conservation Initiative Society and the Biosphere Institute of the Bow Valley have established a Conservation Research Initiative in the Northern Crown of the Continent region. The Yellowstone to Yukon Conservation Initiative is a joint Canadian-U.S. network of more than 600 organizations, foundations, scientists and conservation-

minded individuals who have recognized the value of working together to restore and maintain the unique natural heritage of the Yellowstone to Yukon region and the quality of life it offers. The Biosphere Institute was formed in 1997 as an objective, nonpolitical, nonprofit society that makes ecosystem information available to decision makers and local citizens and also facilitates, encourages, supports and coordinates ecological, economic and social research pertinent to the region's ecosystem. All three partners work collaboratively, contributing their organizations' strengths to promote a common vision for a sustainable ecoregion by actively engaging and empowering local communities while addressing key conservation priorities and supporting vital research.

— Presented by Sean Britt, assistant to the director, Earthwatch Institute

The Granite Landscape: A Natural History of America's Mountain Domes from Acadia to Yosemite

This session examined the unique qualities of exposed glaciated domes of granite found in many of our northern mountain ranges. It also explored the natural history specific to the granite domes of Acadia, New Hampshire's White Mountains, New York's Adirondacks, Wyoming's Wind Rivers, Montana's Beartooths, Washington's North Cascades and Yosemite.

— Presented by Tom Wessels, New England Park Rangers Association

'Ranger Sam' — Connecting with Children, Future Stewards of the National Park System

As the National Park Service officially enters its second century administering America's treasures, the challenges that exist in effectively educating our audiences have become increasingly apparent. Our future stewards can have fun learning about their national parks and experience them through an automated-interactive education unit and an educational SRS system.

— Presented by Vincent DiPietro, park ranger/education specialist, Statue of Liberty National Monument

Identity Built on Tradition

Participants learned about the value and effectiveness of branding and agency identity; a brief history of the elements that have contributed to the public image of the ranger and the NPS; and an overview of the activities of the NPS in establishing and reinforcing the agency identity.

— Presented by Dennis Vasquez, Harpers Ferry Center

Axioms for Success in Stewardship Careers

No summary submitted.

— Presented by Barbara Goodman, superintendent, Timucuan Ecological and Historic Preserve and Fort Caroline National Memorial

Plymouth Rendezvous: A First-Timer's Perspective

By Tom Banks

First, I have a confession to make. It took me almost 20 years to follow through on my intentions to attend a Ranger Rendezvous. Though I've worked as a seasonal ranger in various national parks on and off since 1978, and though I've been a member of ANPR since the early 1980s, it took until 2003 for me to attend my first Rendezvous. It exceeded my expectations.

I arrived at the Rendezvous not knowing any of the people in attendance (except from their pictures in *Ranger* magazine). I left Rendezvous with dozens of new professional contacts, acquaintances and friends. The breakout sessions and keynote speeches were valuable opportunities for learning about the current state of issues in the parks — from Gary Davis' presentation on "vital signs" monitoring in natural resource management to the NPS director's perspective on issues at the national level, particularly out-sourcing. On a field trip to Cape Cod a group of us heard Superintendent Maria Burks tell how 23 widely divergent interest groups and government agencies came together and collaborated, via a process called "negotiated rulemaking," to rewrite a highly con-

tentious off-road vehicle regulation. The result was that the issues of literally all identified interest groups and public agencies were addressed — and the resulting regulation now has widespread support.

Another first-timer to Ranger Rendezvous, Roxanne Seale, said, "I came as a non-member and with no expectations about ANPR, but I walked away with great friendships with people from all over. Everyone, regardless of their position, treated me as an equal. I came away with a commitment to become an active part of this organization. It's been a very powerful, rewarding experience. I'm grateful to my boss for opening up this opportunity for me."

Others agreed that it was fantastic to join up with like-minded souls at an annual event like this.

It was a week rich in experiences. I briefly spoke with NPS Director Fran Mainella, and had conversations with park superintendents and other storied individuals including Lisa Eckert, Butch Farrabee, Rick Gale, Ken Mabery, Scot McElveen, Dan and Diane Moses, Ed Rizzotto and Bill Supernaugh. As our agency moves toward its 100th anniversary in 2016, our Association has taken on the mission of increasing the nation's commitment to park steward-



Tom Banks, right, visits with Kirsten Talken-Spaulling.

ship. It was inspiring to be part of the early discussions of this project.

Here's my free advice, especially to any fellow seasonals out there. Don't wait as long as I did to go to your first Rendezvous. Go out of your way to attend the 2004 event in Rapid City, S.D. If the Plymouth Rendezvous is any indication, the friendships, camaraderie, professional contacts and behind-the-scenes field trips will combine to make it a worthwhile use of your time. 🚗

Tom Banks has been an environmental education specialist at San Francisco Bay National Wildlife Refuge and a seasonal park ranger at Rocky Mountain, Glacier, Redwood, Denali, Mount Rainier, North Cascades and Olympic. Currently he is pursuing graduate work in geographic information systems and lives in Keene, N.H.

Teresa Ford



Teresa Ford

Andrew Bostock of Thales Communications staffs the booth at Rendezvous.

Super Raffle Winners

- 1st prize, \$5,000 trip — Tammy Wert
- 2nd prize, \$2,500 trip — Jim VonFeldt
- 3rd prize, Navajo rug — Patricia Case
- 4th prize, Bose Wave radio — Tim Duncan
- 5th prize, Tom Till print — Bryan Swift
- 6th prize, Marc Muench print — Myra Quintana
- 7th prize, \$500 gift certificate — Terry Savage
- 8th prize, \$250 gift certificate — Debra Shore
- 9th prize, \$100 gift certificate — Kevin O'Brien
- 10th prize, \$100 gift certificate — Megan Kealy

The top ticket sellers were:

1. Mark Herberger — 110 tickets (\$300 prize)
2. Lisa Eckert — 73 tickets (\$200 prize)
3. Barbara Goodman — 68 tickets (\$100 prize)

The winning ticket was sold by Lane Baker of Yellowstone (a \$50 prize). The total number of tickets sold was 2,238.

Exhibitors helped support ANPR financially by their participation at the Ranger Rendezvous. Please thank them by supporting them.

- | | |
|--|--|
| ■ Burt's Bees | ■ R.J. Thomas Manufacturing Co. |
| ■ Centers for Disease Control and Prevention | ■ Thales Communications Inc. |
| ■ Hawill's Limited | ■ University of Oklahoma, College of Liberal Studies |
| ■ Motorola | ■ V.F. Solutions |
| ■ NPS Fire Management | ■ Yukon-Charley's Winter Systems |



Warren Bielenberg

Vickie Miller of VF Solutions talks with Kendell Thompson (center) and Matthew Martin.

Mather Award

Dave Uberuaga (center), Mount Rainier superintendent, is the 2003 winner of the prestigious Stephen Tyng Mather Award. In the 29th year of the award, presented annually by the National Parks Conservation Association, **Craig Obey** (right) made the announcement during the Rendezvous. NPS Director **Fran Mainella** also attended the presentation.



Teresa Ford

Thank you for making Rendezvous a success!

Many people donated their time and energy to stage the successful Rendezvous in Plymouth, Mass. Thank you to these organizations and people for their efforts:

- V.F. Solutions – reception with exhibitors
- All workshop presenters and keynote speakers
- Host superintendents – assistance and field trip
- Wendy Lauritzen – exhibits
- Rick and Dave Rizzotto – logo, T-shirt design
- Kirsten Talken-Spaulling – judge
- Rick Gale – bailiff
- Sean McGuinness – fun run
- Eric Epstein, Harpers Ferry Center – FilmFest
- Dan Greenblatt – Super Raffle
- Meg Weesner and Jean Sigafos – registration
- Diane and Dan Moses – regular raffle and silent auction
- Megan Strickfaden (age 5) – pulling raffle tickets
- Jeannine McElveen, Jean Sigafos, Cathy Buckingham, Debbie Kogler, Lisa Myers and Tom Banks – sales of ANPR products
- Lisa Eckert and Scot McElveen – program chairs
- Nancy Ward – hospitality room
- Ed Rizzotto – special tours and onsite support
- Pat Quinn – hotel contract
- Dan Moses – Ranger Rendezvous coordinator

ANPR Photo Contest

A NPR members and guests once again came through with excellent images in the annual contest. First- and second-place winners chose gift certificates to their favorite Internet-based companies. During your work or travels this year, remember the ANPR contest as a way to showcase your scenic landscapes, wildlife shots or ranger-related images at the 2004 contest in Rapid City, S.D.

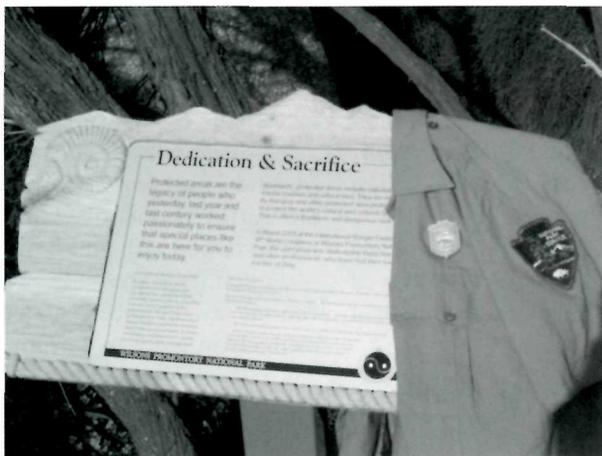


First place, Doug Alexander
River ranger Darryn Witt,
Niobrara River National Scenic Riverway, Nebraska



Second place, Bruce McKeeman
Thermal basin in the early morning, Rotorua, New Zealand

Honorable mention, Dave Townley
Campfire program with Rick Magee,
Salisbury Beach State Reservation, Massachusetts



Honorable mention, Bruce McKeeman
Dedication plaque to rangers worldwide, Wilsons
Promontory National Park, Victoria, Australia



Special recognition, Andrea Sharon
Visitors at Grand Canyon, image donated to Rendezvous raffle

The 25-Year History of Seasonal Law Enforcement Training Programs

By Dr. John F. Lisco, Dr. Randy Pitstick and Philip Amoroso
Slippery Rock University

“Rangers responded by boat to a report of three unconscious people with suspected carbon monoxide poisoning in Rufus Cove (Lake Mead) on May 31. They found the three members of a family – an adult male and female and a 7-year-old boy – all unconscious. They had been sleeping in their cabin cruiser overnight. Resuscitation efforts were begun. The adults were intubated, and all three were flown to UMC hospital, where they were immediately admitted to the hyperbaric chamber. Monoxide levels in the man were 21 percent at the hospital, after resuscitation. The boy and one of his parents have recovered after being hospitalized.”

— NPS Morning Report, June 5, 2003

“On June 21 Curecanti NRA rangers were asked to assist in investigating a report of two suspicious men in camouflage clothing along Highway 50 west of the park. The men were reported to be armed, hiding in trees along the highway and throwing objects at passing cars. Rangers responded, and the two men were apprehended and identified as escaped felons from a local detention center. They were taken into custody by rangers and sheriff’s department officers.”

— NPS Morning Report, June 26, 1998

“On July 11 an 11-year-old girl from Florida was struck by a football-size rock dislodged by her father while they were hiking the Gunnison route into the Black Canyon of the Gunnison in Colorado. The impact hurled her about a dozen feet into a tree. The accident occurred about three-quarters of the way down the route and 1,500 vertical feet from the rim. Initial assessment at the scene by a visiting doctor and park EMS personnel indicated the strong possibility of a broken pelvis, other fractures and potential internal injuries. An evacuation involving 24 park employees from all divisions was made and required three pitches up extremely steep talus and rock ravines. The entire evacuation took eight and a half hours.”

— NPS Morning Report, July 16, 1998



Brandon Hallock, backcountry patrol at Kenai Fjords

national parks since the beginning of the National Park Service in 1916. When we specifically look at park law enforcement, seasonal rangers have been dedicating their summers to the preservation of our nation’s unique and spectacular resources while protecting the visitor for many years. The NPS contains many stories of the seasonal heroes who have saved lives as well as those who routinely protect and interpret the resources.

This article addresses the story of the seasonal protection ranger and the formal law enforcement training that the NPS requires through and with the collaboration of various colleges and universities. The authors also look at how the seasonal protection ranger position has evolved and how colleges and universities have played various roles in providing a skilled seasonal workforce.

1916 – 1976

The first 60 years of the NPS were colorful and eventful. Many rangers preparing for retirement got their first glimpse of what it takes to be a ranger by observing one of the traditional park rangers in action. While

these rangers carried firearms and arrested criminals there was no clear authoritative policy that carried through the entire service. For example, a park ranger in Rocky Mountain National Park may have conducted law enforcement in a much different manner from a park ranger in a neighboring park. The unrest in Yosemite in the early 1970s certainly acted as a catalyst and alarm that standardization was needed to elevate the training of those responsible for law enforcement in the national parks. It was evident that .38 specials in the glove compartment of the ranger vehicle were not sufficient to move the NPS forward in its protection mission. During this earlier period, most seasonal rangers were working with little or no formal training even though the job required advanced law enforcement techniques and methods in order to perform professional law enforcement.

The General Authorities Act

Prior to 1976 there was no clear authority for the park protection ranger. The General Authorities Act (P.L. 94-458) in October of 1976 specifically addressed the law en-

Question: What do the above three scenarios have in common? **A**nswer: Seasonal protection rangers played key roles in each of the incidents.

Seasonal rangers have been working in the

forcement authority of park rangers and defined those who were to perform law enforcement duties. The General Authorities Act also provided the necessary legislation to cause the NPS to establish standards regarding training requirements for those performing law enforcement functions. Specifically, the law provided four primary elements of full authority with the right to: carry firearms, make arrests, execute warrants and conduct investigations.

The Whalen Memo

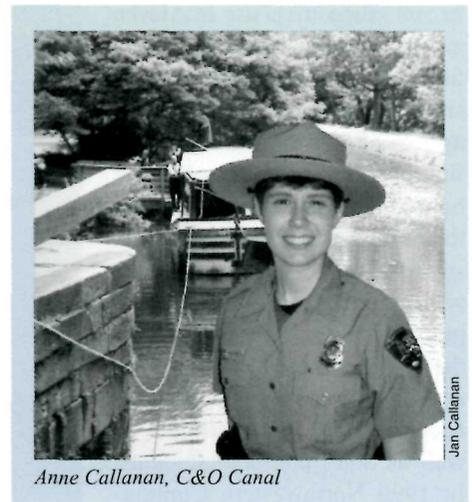
Confirmation of the importance and contributions of the seasonal protection ranger was evident in a letter from the director of the National Park Service to all regional directors dated Dec. 6, 1979. Director William Whalen included several paragraphs that emphasized the important role of the seasonal protection ranger: "It is recognized that the authority provided by law is of such a broad nature that only thoroughly trained individuals should be vested with full authority. Secondly, we must accept that seasonal rangers play a vital role in our law enforcement program. Finally it must be recognized that neither the Park Service or the Federal Law Enforcement Training Center has the capability to train all those persons essential to the seasonal law enforcement program."

While the General Authorities Act provided authority for a permanent ranger force, the National Park Service was able to restructure (with approval from the Department of Interior) the law enforcement training standards to promote nonfederal training programs for seasonal rangers.

The NPS determined that it would exercise two different levels of ranger authority that would best meet the law enforcement needs of the NPS: first, the permanent full authority ranger, and second, the seasonal or limited authority ranger. The primary difference between the permanent and seasonal ranger is that the seasonal can't execute warrants or conduct investigations (other than motor vehicle accidents, excluding fatalities). Both of these functions were reserved for the permanent ranger who would, by training, have a thorough knowledge of criminal and constitutional law as well as expertise in forensic science. In summary, the authority that was granted to seasonal protection rangers was to be "sufficient to meet the great majority of needs for road and campground patrol as well as backcountry service." The seasonal ranger's authority was to "include the investigation of motor vehicle accidents and violations of CFR. In addition, the seasonal ranger can provide support service to the commissioned ranger in complex situations" (William J. Whalen, Dec. 6, 1979).

Involvement of Colleges and Universities

The first seasonal program was started in 1978 at Santa Rosa Junior College in California. The program was intended as a model program for other universities and colleges. After the General Authorities Act and the Whalen Memo, the National Park Service requested approval from the Department of Interior to establish several colleges and universities that could help provide the requisite law enforcement knowl-



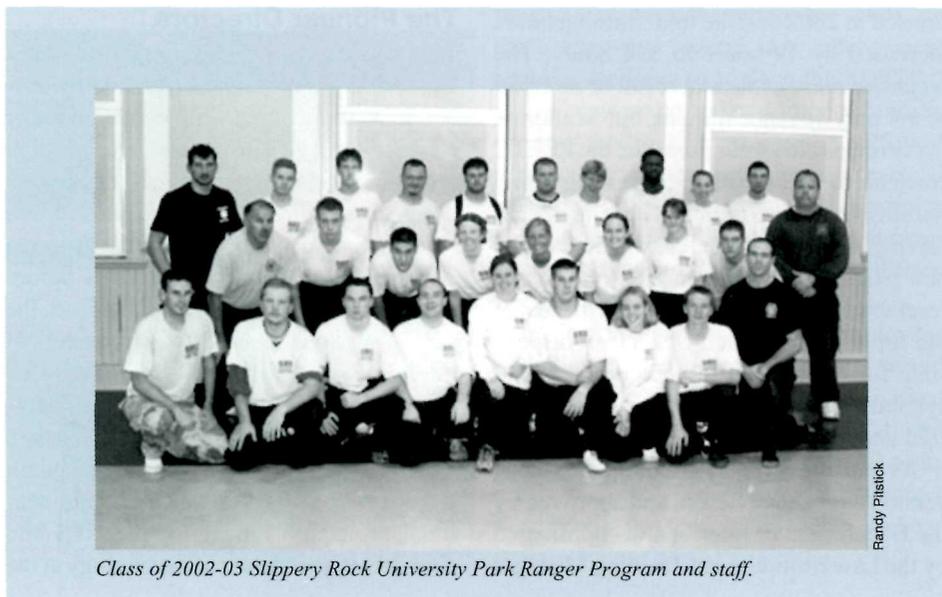
edge and skills through a SLETP based on the model at Santa Rosa. In 1980 Southwestern Technical College in Sylva, N.C., and Memphis State University in Tennessee were approved by Robert Smoak, chief of enforcement and security for Interior. Once the first three SLETPs were approved, the avenue was open for several other colleges and universities to petition for approval to provide seasonal training for the NPS.

As 2004 arrives the SLETP programs have been in existence for approximately 25 years. This amounts to more than one-fourth of the time that the NPS has been an agency. This is impressive when noting that the General Authorities Act was passed in 1976, only two years prior to the first SLETP.

The Early Days

Santa Rosa Junior College and Southwestern Technical College were both offered on a traditional full-time academy basis (eight hours per day for six weeks). Memphis State University was the first training program to be managed as an "integrated-academic" program. This variation on the model program allowed students to take the SLETP program while pursuing a four-year degree in a related field. The ranger training program consisted of two semesters of law enforcement courses.

From 1982–1990 another eight schools were approved to offer the SLETP curriculum. Slippery Rock University in Pennsylvania, Cuyahoga Community College in Ohio, Hocking Technical College in Ohio and Everett Community College in Washington were approved in 1982. Vermillion College in Minnesota was approved in 1983.



In 1985 the University of Alaska at Sitka received approval for a full-time program. The University of Arkansas at Pine Bluff was approved in 1988 and was the first historically black college to be granted approval for offering the SLETP program. The University of Massachusetts at Amherst was established in 1989. This program offered another variation of the model and was taught primarily on weekends and nights to accommodate professionals as well as non-traditional students. In 1990 Northwestern Community College was established in Rangely, Colo.



Daniel Hahn, an accident investigation specialist with the Cranberry Township, Pennsylvania Police Department, works an incident.

Randy Plietick

The 1990s Expansion

In the early 1990s at the peak of the SLETP expansion, there were 23 programs in various colleges and universities. In addition to the programs listed above, these sites were added: University of Maine at Presque Isle; Winston-Salem State University in North Carolina; Cleveland State Community College in Tennessee; Walters State Community College in Tennessee; Three Rivers College in Missouri; San Antonio College in Texas; Texas Southmost College; Western Dakota Technical Institute in South Dakota; University of New Mexico in Gallup; Skagit Valley Community College in Washington; and Springfield College in Massachusetts.

Current Offerings

In 2003 there were 11 SLETPs at colleges and universities (See the ANPR website for a complete list). Why did the number of programs go from 23 to 11? Three major factors contributed to the decline of the number of certified programs. First, there were several programs that did not produce the numbers needed to sustain a viable program. In many cases, it was not financially feasible to continue the expensive training. Second, there was a decrease in the actual number of new-hire seasonal protection rangers needed in the NPS. Where there once were approximately 700 new seasonal protection positions per summer, the numbers declined due to the reduction of the seasonal protection workforce. Third, the transition from revolvers to 9mm handguns was a large expenditure that many SLETPs were not able to make.

The NPS training managers at the FLETC can take credit for tracking the protection ranger supply and demand curve over the past 25 years by advising the SLETP directors to adjust the number of course offerings. In most cases, students graduating from a SLETP had a good chance of competing for seasonal protection positions. The SLETP directors were continually updated on NPS needs and projections for the seasonal protection workforce.

The Curriculum

In 1980 seasonal protection rangers were required to complete a minimum of 180 hours (the original Santa Rosa model was 200 hours) of training in 30 subject areas. That syllabus was followed until 1989 when there was a curriculum update and revision. The 1989 revision included an 105-hour increase changing the required number of hours to 285. The curriculum was again revised in 2002 and the total training hours increased by 49 hours to 334 hours. The recent increase came as a result of an effort to not only advance training but to attempt to mirror, as closely as possible, the FLETC curriculum specifically in areas regarding liability intensive topics. These areas are driving, firearms and defensive tactics. The new SLETP curriculum now more closely resembles the FLETC curriculum in most of the topics. Note: Each SLETP is responsible for teaching to the law enforcement syllabus. The SLETP syllabus is standardized and mandatory throughout the nation.

As with the earlier curriculum, this latest version has been reviewed and approved by the Department of Interior and coordinated by the Law Enforcement Training Manager

at NPS/FLETC. Perhaps the best way to capture the essence of the program is to review the forward to the 2002 curriculum packet: "This training program is designed to prepare the seasonal protection ranger to perform law enforcement in areas administered by the National Park Service. Successful graduates will be eligible to receive a Type II Law Enforcement Commission..."

Three methods of presentation are listed for the courses that make up the Seasonal Law Enforcement Training Program's basic curriculum. They are:

Lecture – A training situation in which course material is being presented by an instructor.

Laboratory Exercise – A non-evaluated training situation in which students practice a law enforcement skill under the guidance of an instructor.

Practical Exercise – A training/evaluation situation in which students, under the supervision of an instructor, participate in a law enforcement related scenario or perform a law enforcement related skill that is graded and must be satisfactorily performed to receive a graduation certificate. Currently, methods of evaluation for each subject matter area are left to the discretion of the individual program director except where specifically stated otherwise. Within a year, the SLETPs will be required to use the same evaluative benchmarks that FLETC is developing.

The Pioneer Directors

This article would not be complete without looking at the contributions made by several men and women who pioneered many of these seasonal programs. The original program at Santa Rosa Junior College was designed and directed by Bill Orr, a retired NPS park ranger. He directed the program at Santa Rosa for nearly 22 years before recently retiring for a second time from the California State System. Other pioneers of the original seasonal programs included Dr. Bill Dwyer of the University of Memphis (formerly Memphis State University), who established and directed the program there for 12 years. He was a 20-year seasonal protection ranger for the NPS and currently is a professor of psychology at the

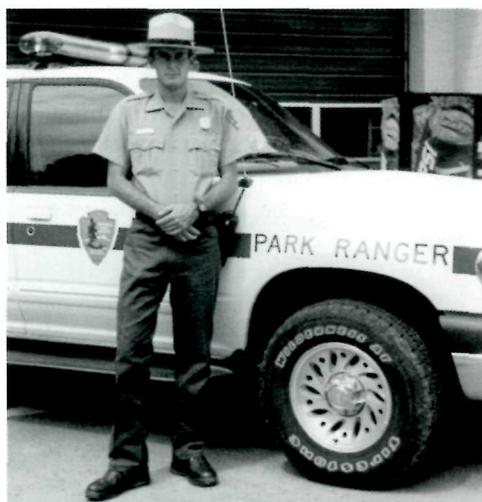
University of Memphis. Dr William Shiner directed the Slippery Rock University program for 18 years before retiring and moving to Virginia where he maintains connections to the field through various projects. Reta Hamilton was involved as an assistant director in the early days and is now serving as director of the program at Southwestern Community College (originally located in Sylva now located in Franklin, N.C.). Steve Dodd established and then directed the Cuyahoga Community College program for nearly 20 years before retiring and then taking the director's position at Northern Arizona University in 2000. David Swenson has directed the University of Massachusetts program for several years and is still active in the program.

The NPS Innovators

This article would not be complete without also mentioning the actual NPS employees who, over the years, made significant contributions and sacrifices to the SLETP movement. While it is impossible to name everyone who has contributed to the seasonal program, a few individuals must be noted. Bill Supernaugh, Paul Henry, Tom Cherry and Don Usher have played major roles in progressing the training and establishing certification criteria/standards for men and women seeking to improve their lives and society by dedicating their careers as public servants for the NPS.

The Future

As we look to the future, it appears that there is a movement to eliminate Department of Interior certification of seasonal training programs. This article has



Kenny Barend, now at Glen Canyon and Grand Canyon

examined the significant role that the SLETPs played in the development of NPS law enforcement. It is a proven fact that the typical entry into the NPS as a protection ranger has been through an SLETP. Typically, an interested candidate would complete a certified SLETP curriculum at one of the approved schools, work several seasons as a seasonal, and then move into a permanent position and further training at FLETC. The seasonal route has been a valuable training ground for the NPS with most of the permanent law enforcement rangers completing one of the SLETP academies.

Seasonal law enforcement rangers in recent years have played a more vital role for the NPS. The tragedy of Sept. 11, 2001, brought about new assignments and work details for seasonal law enforcement rangers. They have been assigned to positions not previously encountered. Seasonal protection rangers are now found in great numbers at Independence National Historic Park, Lake Mead, and a host of other treasured and important sites that may be vulnerable to terrorist threats. These assignments are being made despite RM-9 (formerly NPS-9 Law Enforcement Guidelines and Policy), which states that seasonal law enforcement rangers can't work in areas of high risk. However, in such trying times, national needs take precedence over agency policy.

Officials in the Department of the Interior and the NPS face a number of complex questions and issues in determining the possible future demise of SLETPs, as well as the loss of the traditional seasonal protection ranger.

Will Congress provide sufficient additional funding for replacement of seasonal rangers with permanent rangers? If not, are there adequate federal law enforcement training facilities to replace the SLETPs? Will Congress provide additional funding for new facilities? How can the NPS best use new permanent rangers in a seasonal capacity? (What, for example, happens to employee morale if law enforcement rangers find themselves being transferred from site to site to meet seasonal needs?)

In an ideal world all NPS employees including law enforcement rangers would have permanent appointments. In an ideal world Congress would fund the National Park Service commensurate with all of its needs, including security, resource protection, visitor services, maintenance and ex-

pansion. In an ideal world Congress would fund the NPS commensurate with the public's appreciation and love for their parks.

In the changing and uncertain world we live in, agency and government officials will struggle to do the best they can. 

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Morning Reports. National Park Service. (June 2003/June 1998/July 1978).

The General Authorities Act (P.L. 94-458) SLETP 2002 Curriculum. National Park Service.

Dr. John F. Lisco is an assistant professor in the Slippery Rock University's Parks and Recreation/Environmental Education Department. He is also a 12-year veteran seasonal protection ranger for the NPS. He has worked at Delaware Water Gap, Rocky Mountain, Curecanti, Black Canyon of the Gunnison, Acadia, Wupatki, Sunset Crater and Walnut Canyon. He has directed four SLETP programs over the past 11 years. He started his career by working for Dr. Bill Dwyer at Memphis State University in 1990. He developed and directed both the University of Maine at Presque Isle SLETP (1994-1998) and the Northern Arizona University SLETP (1998-2000). Lisco currently directs Slippery Rock's SLETP after being hired in 2000 to replace the retired Dr. William Shiner.

Dr. Randy Pitstick is an assistant professor in Slippery Rock University's Parks and Recreation/Environmental Education Department specializing in parks and resource management. He worked several summers for the U.S. Forest Service while conducting his doctoral research and has explored the backcountry of many of the western national parks.

Philip Amoroso is a graduate student in the Parks and Resource Management Program at Slippery Rock University. He is a graduate of the Slippery Rock SLETP and worked his first season as a protection ranger for Mesa Verde.



Authors Note: The authors want to thank Tom Cherry for his contributions to this article, the leadership he has provided to the SLETPs, and for over 30 years of dedication and service to the rangers of the NPS. Cherry retired from the NPS in July 2003.

Canadian wardens on patrol

By Mike Schintz
Canada

Since the inception of Banff, Canada's first national park, in 1885, much of the work of patrolling the roads and highways in Canada's parks has been done by national park wardens.

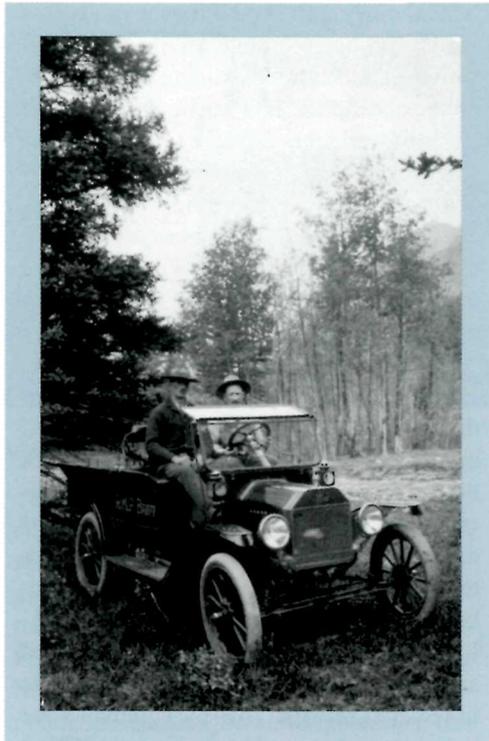
In the accompanying black and white photo, taken around 1917, we see two of Banff's finest sitting proudly at the wheel of what was almost certainly the first patrol and fire truck in the history of the Canadian park Service. This Model T Ford with a box body was equipped with a gas powered, six horsepower marine engine coupled to a rotary pump, and could deliver a 40-foot stream of 20 gpm through 1,000 feet of hose. The unit arrived in Banff in 1915, at which time the park still went by its original name, Rocky Mountains Park (not to be confused with Rocky Mountain National Park in Colorado).

Far from the idyllic existence which many perceive to be a warden's lot, highway work can be difficult and dangerous. Working alone, the warden is often first responder at the scene of an accident; where he or she must protect the scene and fill the roles of first aider as well as police officer until help arrives.

Training and equipment were rudimentary in the early days; a standard first aid course taught by St. John Ambulance, and basic first aid kits often made up by the wardens themselves. Casualties were transported in mine rescue baskets, often in the back of pick up trucks. In 1960, which is roughly when the following incident took place, some warden trucks were equipped with a single, revolving red light (often referred to as a "party hat") mounted on top of the cab. At about the same time (early 1960s), VHF (very high frequency) radio systems were being installed in a number of national parks, a great improvement over the old forestry phone lines.

In addition to the human tragedy a warden frequently encounters, the continuing destruction of game on our park highways is particularly distressing to those who spend their lives protecting our wildlife.

Things happen quickly on a mountain road. I am patrolling north toward Jasper



on the Icefield Parkway on a bright, sunny July day. There are happy tourists and happy bears all over the place, all breaking park regulations and having a great time. Approaching the Big Bend about 20 miles south of the town, the mighty Athabasca River rolling along majestically on my left, all is peaceful and serene. A moment later, and around the bend, I am in the middle of a warden nightmare.

The first thing I see is the cow elk, obviously injured, her hindquarters down on the highway. Then the overturned car in the right hand ditch, doors flung wide. I see a man, blood running from his neck and face, staggering around on the road; and two small children lying near the car as if thrown there by a careless hand, along with a cooler and its contents. And finally I see the woman, lying in the grass on the far side of the embankment, and even at a distance I get a bad feeling. Something about the way she lies, so still...

Later, when I am able to piece together the story, I learn that the injured man was the woman's husband and father of the two children. He had been driving, perhaps not as carefully as he should have, when a calf elk ran across the highway. Alerted by his wife's cry of alarm, he looked up to see the mother, her hooves skittering on the pavement, attempting to follow. In spite of his

last-minute attempt to avoid the animal, she caromed over the hood, smacking into the windshield and obliterating his vision. With the wheel pulled hard over, the vehicle went into a sideways skid, hit an obstruction at the edge of the road and rolled over.

I arrive moments later. Turning on my recently installed hazard light and thumbing the mike button on the VHF radio, I place an urgent call for police and ambulance. It will be at least half an hour before they arrive; meanwhile I must do what I can to ensure there is no further injury or loss of life. Even before I can position my truck to protect the injured elk, two other vehicles, both traveling too fast, arrive on the scene. The occupants of the first car, going south, are gawking around looking for the Columbia Icefields, still 40 miles away. They nearly run over the man, who is still wandering around distractedly on the road. The driver finally gets his vehicle stopped some way past the accident scene, and after hesitating, backs up and parks half in the driving lane, half on the shoulder of the road. The people in the second car are also looking for the Icefields, having unknowingly passed them at 60 miles an hour some time ago. They wake just in time to avoid hitting the back of my truck, swerve left to avoid it, and side-swipe the parked car. Before lurching to a halt in the middle of the road, they manage to hit the cow elk again where the poor animal is trying to drag herself off the pavement.

So much for protecting the scene.

I have to do something about that guy before he gets himself killed. In the small crowd beginning to gather are two big ladies and to them falls the job of sitting him firmly down in the grass at the side of the road and making sure he stays there. And a young husband and wife to stay with the kids and comfort them. One has a broken arm, but other than that damage appears to be superficial. Both are making a good deal of noise, which is usually a good sign.

Off to one side the mother still lies, unattended and quiet. So still and quiet. She is a handsome, dark-haired lady, probably in her late 30s; sprawled on her back, black skirt and white blouse in disarray, shoes missing. An obscene blue fly brazenly explores the corner of a half closed eye. Few outward signs of damage, but pale and clammy skin, with a faint sheen of perspiration. I have difficulty finding the

weak, rapid pulse, and breathing is shallow and intermittent. I wonder if she might actually have been under the car at some point; I suspect severe internal damage. I gently raise her head, then kneel beside her, monitoring pulse and respiration. I'm still there when the ambulance arrives, but by this time the half-lidded eyes have a faraway look, as if she sees already a strange and distant realm. I fear greatly for her.

Meanwhile, the Royal Canadian Mounted Police are on the scene, getting the traffic sorted out and taking the first of many statements. As for me, I have one more sad duty to perform before I can go home. With a heavy heart I take the rifle from behind the seat of my truck and walk back to the cow elk. Sensing my approach, she twists toward me, and with a supreme effort rises up on her front legs to confront me. Her shattered hind quarters were already congealing to the pavement. Another handsome lady, strong legs in dark stockings. Young mother, mortally damaged, chin held high, eyes brave and challenging, even in the face of death. Praying for forgiveness, I look directly into those eyes and pull the trigger.

The sudden shot startles everybody. People stare at me in shocked silence and the Mounties' hands drop to their holsters. And somewhere in the shelter of the timber a terrified calf elk becomes an orphan.

"The National Parks of Canada are hereby dedicated to the people of Canada for their benefit, education and enjoyment," I think bitterly as I pull the carcass off the road, "and the national parks shall be maintained and made use of as to leave them unimpaired for the enjoyment of future generations."

Such a fine animal, I think sadly as I turn away. Such a nice family, and what a wonderful day. I am as close to tears as a warden is allowed to get. □

Mike Schintz is a veteran of Canada's national park Warden Service and co-author of "Guardians of the Wild: A History of the Warden Service of Canada's National Parks."

Administration

Partnerships with your Human Resources Office — The last article I wrote for *Ranger* was about management accountability in the NPS, due to the release of the draft of Director's Order #54. Our Management Policies 2001 states, "Management accountability is the expectation that managers are responsible for the quality and timeliness of program performance, increasing productivity, controlling costs, and mitigating the adverse aspects of agency operations, and for assuring that programs are managed with integrity and in compliance with applicable law..." Accountability certainly stretches beyond management and applies to all NPS employees.

Here in Yosemite we invited a team of exceptional and experienced NPS human resources managers to come to the park to conduct a review of our human resources office (HRO). The purpose of the review was to help us identify best practices and improve our processes in serving the managers and employees in Yosemite. The final report hasn't been completed, but we are looking forward to making some positive changes and improvements to our operation.

One of our purposes for this review was to validate the importance of a strong partnership among managers, supervisors, employees and the human resources staff and highlight the importance of shared accountability. Too many times HROs are perceived to be "naysayers" and not supportive enough of the needs of the people served. Because federal human resources now have many flexibilities, this perception is generally no longer true and needs to be dispelled. But, perceptions are sometimes hard to overcome, so HROs must work even harder to reach out to customers. The value of partnerships and shared accountability for an effective human resources program becomes even more evident as the NPS strives to get the best workforce in the government. Each of us must understand our role in the success of the HR program.

Human resources management is truly everyone's business. The role of a human resources office has changed. The focus is no longer on serving the individual

employee and paperwork processing, but on the effective use of human resources — people — in achieving the NPS mission. It's about achieving organizational excellence, a flexible workforce with the competencies to do the job well, and return on investment. Effective human resources management is too big to be the sole responsibility of the human resources office. Significant management involvement and sharing of expertise are needed to reconceive and reconfigure an HR program. In sum, human resources management accountability is about the responsibility shared by managers, supervisors, employees and the HR staff for ensuring that people are used effectively and in accordance with legal requirements.

I'm looking forward to seeing the final report on best practices for Yosemite's human resources office and would be more than happy to share our results. Administrative divisions in parks rely on sharing of this type of information in order to improve the way we do business and to continue to be accountable for our programs. □

— Heather Whitman
Yosemite

Interpretation

Rewarding Great Interpretation — On the wall in my office I have a cork board. It is just like every other cork board on every other office wall in the NPS. Pinned to my board are the usual vital office flotsam — pay period schedules (from each of the last three years; they might be worth something to a collector one day), special event schedules, duty rosters from summers' past, nuggets of wisdom from the regional director on sexual harassment and acceptable computer use, instructions on what to do in the case of a bomb threat, and various trinkets and doodads that I inherited from the office's previous occupants. In addition to these trappings of officialdom, I have a couple of thank-you notes from a family that enjoyed a guided canoe trip (in the space of a paragraph, one young girl remarks that I was both the nicest ranger she had ever met and the only ranger she had ever met). Also present are creatively colored thank-you notes

from third grade classes, appreciative notes from high school teachers who have enjoyed an education program in which I was involved and a three-by-five post-it note from my supervisor telling me that I did a good and thorough job on the preparation of an interpretive planning document. It is always nice to know that your work is appreciated by the public or by your supervisor, whether from an informal note or an official pat on the back.

The arrival of the new year, be it fiscal or calendar, heralds the beginning of the new interpretive awards cycle. It is time for the colleagues and supervisors of interpreters to begin the search for this year's finest examples of interpretive excellence for recognition on a regional and national level. Within the NPS there are two ways for interpreters to be recognized for producing exceptional interpretive products: the Freeman Tilden Award and the Sequoia Award. There also are other avenues for officially acknowledging great interpretation.

The Tilden Award is presented annually to recognize an outstanding contribution to interpretation or education by an NPS interpreter. Named for professor, author and interpretive pioneer Freeman Tilden, the award is designed to recognize field interpreters that develop, revitalize or deliver an innovative, pioneering or otherwise worthy interpretive or educational program. Tilden Award nominees are judged based upon four basic criteria:

1. Did the program create an opportunity for the public to form their own intellectual and emotional connections with the park.
2. Was the program creative and original or did it significantly advance the practice of interpretation and education.
3. Did the program move the audience toward higher level concepts such as resource protection and stewardship or enlighten regional or global issues.
4. Was the program a significant effort beyond normal day-to-day operations.

Each region has its own Tilden Award program to solicit nominations and choose its regional representative for the national Tilden Award. The national Tilden Award winner receives a sculpted bust of Freeman Tilden and a cash honorarium, both presented by the NPS director at the

annual National Association of Interpretation Workshop. Though superintendents must approve nominations from their parks, individuals may nominate themselves. But nominations are far more meaningful if they come from a supervisor or peer.

Though most interpreters have heard of and perhaps strive toward producing a Tilden Award-worthy program, many have never heard of the Sequoia Award. This award recognizes interpreters who have made long-term (five years or more) contributions to NPS interpretation in the areas of professional excellence, evaluation, education, partnerships or interpretive media. Unlike the Tilden Award, the Sequoia Award is not competitive — nominations are accepted and considered throughout the year on a case-by-case basis and up to five awards may be given each year. Recipients are presented with a sequoia cone in a clear plastic embedment mounted on a wooden base engraved with the recipient's name and the date of the award. As with the Tilden Award, nominations can be made by anybody, but it is certainly nice to have your accomplishments recognized by your supervisor or peers.

Outside of the NPS, the National Association for Interpretation also has a bevy of awards for excellence in many facets of interpretation. The NAI awards program provides recognition for Master Field Interpreters, Outstanding New Interpreters, Master Interpretive Managers and several other more specialized awards. NAI membership is generally a prerequisite for receiving consideration for these awards.

Though all of these awards have a national scope and a public cachet, recognition of interpretive excellence may just as easily reside in a less public forum. Most of the Department of Interior awards like On-the-Spot Awards (a cash award between \$50 and \$500), STAR Awards (a cash award in excess of \$925), Quality Step Increases (a merit-based increase in an employee's salary step) and Time Off Awards (time off from work in excess of one hour) may be kept between the supervisor, the employee and the administrative personnel

that process the award. While On-the-Spot, STAR and Time Off Awards are one-time honors, a Quality Step Increase is a gift that keeps on giving and thus is a great way to award sustained excellence in the profession. However you choose to use them, all of the above awards are fine and less overt ways to reward great interpretation.

But even if, in this era of flat budgets, you cannot afford monetary awards for your excellent interpreters, anybody can recognize their employees for doing good work. Be it a note of praise, encouragement or thanks, a pat on the back or a kudos at a management team meeting, recognition lets your employees know that their hard work and creativity are being noticed and, above all, appreciated. And knowing that you are not toiling in obscurity is an even better motivator than a plaque or sculpture. □

— Rick Kendall, Lake Roosevelt

Protection

On the Cutting Edge of High Angle

Rescue — A small cluster of rangers gathers near the brink of a 90-foot drop-off, crouching over what appears to the untrained eye as a spaghetti-like mess of ropes, webbing and hardware. Most of them, students, listen with deep concentration. Another, an instructor, masterfully explains the finer points of the load-sharing anchor system to which each of the students will, in short order, entrust their lives.

It is May in New River Gorge and good things are happening in the world of NPS high-angle rescue. Meanwhile, halfway across the country, the same good things are happening at Canyonlands. Every year in spring, both parks host the NPS Basic High Angle Rescue Course, an intense week of on-the-cliff, hands-on training covering a wide spectrum of skills. Students begin on



Ranger/instructor Chuck Noll teaches the basics of litter rigging as students look on during the New River Gorge course.

Kevin Moses

day one with knots and rope handling, and by the final day, are responding to a real time mock rescue involving every skill station covered throughout the week.

The course is fast-paced with long hours and little down time. There's simply too much to do. Students are keenly aware that having a firm grasp on the subject matter will enable them to one day save a life. They know the tasks required on a full-scale high angle rescue fit easily into the category of *perishable skills* — rusty skills soon perish. But in this case, there's a deeper meaning to the term with consequences of a much greater finality.

It's this finality that motivates the class' collective devotion to an uncompromising attention to *safety*, a core tenet of any rescue training. The classroom is the vertical environment, where gravity, falling rocks and cutting edges are unforgiving school marm. Even the most seemingly petty mistake could get a person killed, both in training and on an incident.

That is why *redundancy* is a recurring theme. An anchor is not a single point, but several working together as a system; each point backs up the others. Main lines are accompanied by a belay. Ten-to-one ratio safety factors are incorporated into every rescue system built. Instructors hammer home the point that if any one component in a system fails, the system itself remains safe. Everything is checked and then rechecked by another rescuer before systems are loaded.

Another recurring theme is *consistency*. One would think a consistent standard would be the norm for operations that involve inherent dangers such as those encountered in the high angle environment. Such is certainly the case for our other hazardous duties like law enforcement, EMS, firefighting and aviation. But for many years technical rescue teams throughout the NPS have conducted high angle rescues employing a wide variety of tools, techniques and systems in the absence of an accepted standard.

Historically, operations have been influenced by region, institutional memory of those rangers who initiated rescue programs in their parks, trends in commercial and private sectors, and local non-NPS rescue squads who respond to in-park incidents. Typically the techniques were effective, but the result has been a lack of servicewide consistency. A raising opera-

tion done one way at Acadia might be executed using different means at Yosemite.

In recent years many milestones have been achieved toward the establishment of that much-needed consistency. The Canyonlands and New River Gorge training have been designed by a dedicated corps of course coordinators building upon a solid foundation provided long ago by the forefathers of NPS SAR. With WASO's continuing support, as well as that of home parks releasing students and instructors, these courses will not only continue, but continue achieving milestones.

Both courses teach methods outlined in the NPS Basic Technical Rescue manual. Students receive their own copy and refer to them often during training. Instructors teach techniques using "the Park Service way" and using equipment recommended in the manual. The results of this consistency are already being seen: course graduates transfer to new parks and assimilate easily into existing rescue teams because they already know the NPS standard.

At each station students learn to master a given skill, whether it's a pre-tensioned back-tie, stranded patient pick-off, mid-face changeover or rigging a litter. A crawl-walk-run pace is established with much *repetition* — another theme — programmed into every station. Students perform each skill as often as is necessary for them to feel comfortable with it. By week's end, they graduate with a comprehensive skill set.

Students learn much more than hands-on skills. They learn *concepts*. They learn to think conceptually, to approach every incident with a *situational awareness*. Instructors encourage students to analyze each rescue with a trained eye, to size up the situation and develop the best possible action plan. Students learn that several solutions may be available, and they learn to choose the safest, most effective one.

Students are shown a "toolbox" of equipment and techniques and taught the pros and cons of each. The cadre develops scenarios and allows the students to manage



Students rig an A-frame high directional in preparation for a guiding line demonstration at the Canyonlands course.

Kevin Moses

them. They cultivate a mindset of *problem solving* among the students. They ask the students what they plan to do in a given situation, and then challenge their answer with a "why?"

The course is designed to be "how-to" training, but it goes far beyond that — it's also a "why?" course. The point isn't to cause doubt in the students, but confidence. By helping them to make solid judgment calls and then justify their decisions out loud, instructors instill in the students a personal confidence. Students leave the course knowing that, when called to their next rescue, they *will* know what to do.

That type of confidence is priceless, and its possession is of paramount importance to members of any rescue team. It's even more important to team leaders, and many of the course graduates will go on to become leaders of their home park rescue teams.

This course gets them headed in that direction: They return as something more than a rescuer — they return as a *skilled rescuer*, and they do so knowing there is a difference. □

— Kevin Moses, Big South Fork

Resource Management

As winter descends and, perhaps, provides for many of us a relative breather from the hectic pace of summer rangers or resource management field work, I wish we may all find time to read something thought-provoking.

Here's a paper that's a good start: "Making the Most of Science in the American West: An Experiment" by Patricia Nelson Limerick and Claudia Puska, 2003, Center of the American West, University of



State of the Association

Here are excerpts of the address by ANPR President Ken Mabery to attendees of Ranger Rendezvous • Nov. 9, 2003 • Plymouth, Massachusetts

“Two days before leaving home I sat in a meeting on stewardship. One of the speakers defined visionary leaders as ‘those who have their necks out there a mile. They have the courage to do something bigger than themselves.’

“As you will see shortly, with your active support ANPR will be the leaders that do something bigger than ourselves.

“Over the past year, the leadership of ANPR has been highly successful in advancing our advocacy program at all levels. We have been moderately successful, to partly successful in achieving our social enrichment goals. But we are failing at perpetuating this Association . . .

“Starting today every member of ANPR

needs to contribute to, become an advocate and ambassador for, and become committed to achieving **Mission 16**. In 2016, on the 100th anniversary of the National Park Service, ANPR must have led the way to rebuilding the *resource stewardship capacity* of the National Park Service! . . .

“Not just rebuild, but build it better, more modern, able to stand up to the needs of the 21st century and beyond . . . This is where the commitment of every ANPR member comes in . . .

“Your board of directors has taken some initial steps . . . You must provide the leadership to help craft the rest. Right now ANPR needs sustained leadership to work on four key groups:

1. Overall strategy and vision/background report
2. Statistical baseline and projections.
3. Public relations and outreach
4. Membership enhancement

“Other work groups will be needed soon: work on a certified recreation professional program, work on a report on the ethical foundation of stewardship, and work on refinements to the initial white paper.

“As rangers and rangers at heart, we can no longer afford to be shy about tooting our horn. **No one else is going to do it for us!** We must take every opportunity to help others see that we are doing the honorable legacy work to provide resource stewardship for the national parks and the nation . . . Without active internal support and eventually national support for the vision and goals of **Mission 16**, the National Park Service as we know it is in serious jeopardy. Only your leadership and that of our fellow employees, as ANPR members, can overcome the obstacles and bring the appropriate messages to the appropriate audiences . . .

“It is time that we ask not what ANPR will do for my career and me; we must ask what we can do for the leadership of ANPR. By that I mean that we must take the initiative and the leap of faith that **Mission 16** will be successful. Indeed it is the best hope that we have right now of providing our agency with the critical capacity to meet its mission.” □

The entire address appears on ANPR's website: www.anpr.org/state.

Resource Management

(continued from previous page)

Colorado at Boulder, Report from the Center #5. This report resulted from a workshop on the history of science in the American West, held outside Rocky Mountain National Park in May 2002.

I recommend it to all readers of *Ranger*; the most salient points are relevant not just to Westerners but to anyone interested in making more of science as it relates to park management. With her characteristic wit, Limerick and her colleague outline “the dream” that scientists would “shine a bright light” on conservation challenges and “lead us to firm ground and solutions,” as evidenced by the commitment resource agencies, including the NPS, have made to science-based management.

The reality, they write, is that environmental debates have become a mud bath, and “we have managed to pull (the scientists) into the mud with the rest of us,” playing out “repetitive performances of a tedious play we will call *Dueling Experts*.” (Easterners, stop reading now if this does not apply ahead of the 100th meridian.) The authors examine some of the reasons for this reality, including the tendency, perhaps abat-

ing in the late 20th century, to ignore the “alternative expertise” of Indian peoples and other locals who have long associations with their native landscapes and associated resources. It also stems, they say, from public (and agency) expectations that scientists should provide firm solutions to tough questions, reveal universal patterns that can be applied across many sites and issues, and do so through good research no matter what arbitrary borders and limited time and dollar budgets they are given.

Part of the inherent challenge comes from the different goals of politics (to achieve through debate a consensus on proper action) and science (to achieve new insight through an ongoing process of questioning, validation, and refutation). One solution, recommended by Daniel Sarewitz, is to adopt a geological perspective, which “has made its peace with the uncertainty and complexity of nature” and which leads to adaptive management policies that are properly viewed as experiments rather than unerring certainties backed by research. The hope is that this could free both policymakers and scientists from public expectations that they accurately predict the future outcomes of their recommendations and decisions. Rather, in the words of Nancy Langston, the

territory of science confronts that of culture: “scientists can predict what kinds of outcomes different kinds of disturbances will have, and what early signs we can look for when monitoring to give us a better chance of reaching those goals. Science, however, cannot *define* the goals for us.” That requires scientists, public officials and citizens to blend science into questions of value and culture. It also requires all of us to recognize that scientists, while they try to be objective in their data collection and analysis, have the same tendencies that all humans do, to be attached to their world and the things in it that interest them.

The paper also summarizes the urgent need to move the public and science nearer together, and says to scientists “thou shalt communicate,” perhaps by “shutting off the PowerPoint, putting down the microphone, stepping away from the podium, and standing before the audience as an appealing human being . . . to restore soul to science.”

The report is free at www.centerwest.org or for \$5 from the Center of the American West, University of Colorado-Boulder, Macky 229, 282 UCB, Boulder, CO 80309-0282; 303-492-4879. □

— Sue Consolo Murphy, Grand Teton

ANPR ACTIONS

Actions by President Ken Mabery

This past year I have tried to accomplish one thing: promote the ranger profession. In particular, the approach has been to advocate (internal to the NPS and external) for field resource stewardship. Looking back over the accomplishments (and omissions) of the past year, all of the activities that I've engaged in have focused through one of two objectives: a) building and sustaining partnerships, and b) guiding and assisting board members and ANPR staff.

We started the year with a couple of strong partnerships, notably with the International Ranger Federation, Americans for National Parks and the NPS Training Division. We finished the year with these greatly enhanced partnerships and with stronger partnerships with the American Park Network, Eastern National, NASAR, NPS-Harpers Ferry Center and the Campaign to Protect America's Lands.

Despite a strong start on a partnership memo of understanding (MOU) with the NPS, we finished the year without completing that project. The WASO reorganization brought the approval process to a stop for more than six months. It was early October when I received word that the MOU as we proposed could not be signed. The door is still open for further negotiations, however.

It can truly be said that we have re-established partners (of sorts) with staffers and even some members on Capitol Hill. And this is where the second objective, guiding and assisting board members and staff, comes in to play. Thanks to sustained efforts by Bill Halainen, Bill Sanders, Bill Supernaugh, Kendell Thompson, Jeff McFarland, other ANPR volunteers and myself, we have re-established ourselves as a major NPS player on Capitol Hill.

Another crossover between the two objectives has been broad ANPR board and staff efforts to build reliable press contacts. ANPR now has 20 or more key individuals that we can rely upon and more than triple that number that we can contact via e-mail and/or telephone.

Guiding and assisting the board and staff has been a pleasure with such a motivated group. I have already mentioned some, but would be remiss to not mention the

sustained active participation of board members Melanie Berg, Wendy Lauritzen, Mark Harvey, Steve Dodd and Ed Rizzotto. I have failed to successfully guide or develop membership recruitment efforts, but have appointed Kirsten Talken-Spaulding as chair of the Membership Recruitment Committee. She is working with Syracuse University student Kristin Snow, Jeff McFarland and others on web-based materials. Other committees that have been especially active are: Awards (Lee Werst), International Affairs (Tony Sisto), Special Concerns (no designated chair) and Rendezvous (Dan Moses). Although I have recognized the chair, *in every case* these have truly been committee efforts — multiple people involved. Laurie Heupel and Rick Mossman were designated as agenda co-chairs earlier than usual to give them more time to plan the 2004 Rendezvous in Rapid City, S.D.

Finally, it has been a monumental pleasure to help guide the board and other volunteers through the early stages of two projects that I believe will do more to put ANPR on the map and promote the ranger profession than anything since ANPR's Ranger Careers project. First, we have the makings of a dynamic publications program with publication proposal standards and pending proposals. Second is the **Mission 16** project. We located two rangers with trademark experience, Larry Miranda and Steve Mazur, and are close to having trademarks registered. Most of the board and staff have actively participated in kicking off this program.

It has also been gratifying that ANPR is thought of as the "can do" organization. Early in the year WASO-Policy referred a vendor to us to locate employees to participate in the development of the "Serious Games" project. In the last several months, we have been contacted on at least six occasions to match employees with needs. The most notable have been to recruit a ranger to provide a diary for National Public Radio, and to provide support for member Mike Watson to present films at an international video fair. □

Excerpt of Letter to NPS Director

Read the full text at www.anpr.org/letter

The Coalition of Concerned National Park Service Retirees and the Association of National Park Rangers sent this letter Nov. 12, 2003, to NPS Director Fran Mainella:

"Transmitted herewith are all of the materials related to the survey of NPS employees recently conducted by the Campaign to Protect America's Lands and supported by the National Parks Conservation Association, the Association of National Park Rangers and the Coalition of Concerned NPS Retirees.

"We conducted this survey to obtain some quantitative (and additional anecdotal) data to determine the accuracy of the information we have been hearing from our various sources among the employees of the NPS . . .

"This is an incredible insight into what the professionals believe. Leadership (in the positive and proactive mode) should welcome these results in order to guide agency return to health and employee confidence. However, leadership (in the defensive and ideological mode) likely will seek to debunk the survey, thus continuing the erosion of confidence. Leadership's response to this survey will be important and telling."

"We genuinely hope you will choose the positive and proactive mode."

ANPR Reports

Executive Director

No Moratorium, But Better Accountability — The FY 2004 Interior and Related Agencies Appropriation bill has been signed into law. This enactment not only established funding levels for the upcoming year, but also settled the debate over how competitive sourcing will be handled during this fiscal year.

You may remember that the House-passed appropriations bill included, a moratorium on competitive sourcing studies in FY 2004. Working with the National Parks Conservation Association and the Campaign to Protect America's Lands, ANPR advocated for a similar approach to be adopted by the Senate. When the bill came up for consideration on the Senate floor, Sen. Reid, D-Nevada, offered an amendment with the moratorium language. Indeed, the situation looked pretty good. But before the Reid Amendment came to a vote, Sen. Voinovich, R-Ohio, offered an amendment allowing competitive sourcing studies to go forward in FY 2004, but with heavier reporting responsibilities. The

Voinovich Amendment passed and, in the process, doomed the Reid Amendment. It was a classic legislative chess move. If you give those with moderate concerns a moderate amendment to vote for, then they will withdraw their support from a tougher amendment. And indeed, that is exactly what happened. Consequently, the Reid Amendment failed.

So, when the House and Senate met in conference to resolve the differences in the two bills, they had the choice of accepting the House bill's moratorium on competitive sourcing studies, the Senate's enhanced reporting, or something in between. In the end, they chose something in between – but much closer to the Senate version. Here is the explanation of the final agreement, as provided in the conference report:

“Section 340—The conference agreement modifies House section 335 requiring full accounting of the funding requirements of competitive sourcing studies and limiting the use of funds for competitive sourcing studies under certain situations.

“The managers have modified the House language to require that funding levels for competitive sourcing studies be displayed in annual budget justifications for the programs funded in this bill for the Department of the Interior, the Department of Energy, and the Forest Service. This section also requires these agencies to provide detailed reporting on the results of past competitive sourcing studies by December 31, 2003. In addition, for fiscal year 2004, these agencies and programs are required to submit to the House and Senate Committees on Appropriations, within 60 days of enactment of this Act, a detailed program of work for competitive sourcing activities planned for fiscal year 2004.

“The total amounts that may be spent by the Department of the Interior and the Department of Energy for competitive sourcing activities initiated or continued in fiscal year 2004, without obtaining approval through the reprogramming process, are \$2,500,000 and \$500,000, respectively. If additional funds are required over and above these amounts, the Department of the Interior and the Department of Energy should follow established reprogramming guidelines. The Forest Service may, on the other hand, spend a maximum of \$5,000,000 on competitive sourcing activities initiated or continued in fiscal year 2004.

“Each competitive sourcing study involving more than 10 federal employees

must be based on a most cost efficient and cost effective organization plan and the contracted function must be less costly to the government by 10 percent or \$10,000,000. Certain types of procurements and businesses involving non-profit handicapped organizations, Indian tribes, and Hawaiian natives are exempt from the most effective and cost efficient organization plan requirement and the 10 percent or \$10,000,000 threshold.”

Send current NPS assignment and e-mail:

We continue to need your assistance in updating our membership database. **Please send an e-mail to the Business Office (anpr@larned.net) and to me (jeffmcf@comcast.net) with your name, current assignment and e-mail address (personal address recommended).** ☐

— Jeff McFarland

MORE RENDEZVOUS IMAGES



Teresa Ford



Teresa Ford

A TIME FOR CONNECTIONS:

Top, registration/raffle workers Meg Weesner, Diane Moses and Jean Sigafoos take time for a photo. Above, first-time attendee Suzanne Gall-Marsh (left) poses with Lisa Eckert, program co-chairman. Right, Mark Harvey, an ANPR board member, watches as Butch Farabee, an ANPR founding member, (right) signs copies of his new book, “National Park Ranger: An American Icon.” Below, Karen Newton (left) visits with first-time attendee Debra Hughson.



Teresa Ford



Warren Bielenberg

**Board of Directors Meeting
Nov. 8 and 13, 2003**

At its meetings in Plymouth, Mass., the ANPR Board of Directors took the following actions:

➤ Approved changes to the ANPR Policy on Soliciting and Accepting Financial and In-Kind Contributions.

➤ Authorized the ANPR treasurer to provide \$250 for the purpose of trademarking **Mission 16**.

➤ Authorized the president to spend up to \$500 to protect Internet domain names associated with **Mission 16**.

➤ Directed the Ranger Rendezvous coordinator to begin developing 2006 Rendezvous site options in the West/Pacific Northwest that would facilitate the participation of Canadian rangers.

➤ Tabled the consideration of a proposed *Oh Ranger* publication pending further development.

➤ Authorized the executive director to move forward with the proposed Swimming Safety Media Project and to report to the board on progress.

➤ Authorized Kirsten Talken-Spaulding to fill the board membership position for the duration of Ranger Rendezvous.

IRF Update



We of ANPR are fortunate to be part of the larger world of amazing rangers through the International Ranger Federation. It showed at the 4th IRF World Congress in Victoria, Australia, this past spring, as member ranger organizations from around the world, including ANPR, gathered at Wilson's Promontory National Park. And, it showed again most recently in the gathering IRF ranger representatives from 17 countries at the World Conservation Union (IUCN) 5th World Parks Congress in Durban, South Africa.

This important Congress — held once a decade — helps chart the next 10 years of protected area management. ANPR is privileged to have been a part of the nearly 40 IRF rangers that attended this Congress, being well represented with six members attending, including past ANPR president, Deanne Adams, past IRF president and active ANPR member Rick Smith. Other members attending were Bill Wade, Meg Weesner and Tony Sisto. (ANPR member Bill Halainen represented ANPR at the last IUCN World Parks Congress in 1992 in Caracas, Venezuela, as one of the few rangers there).

In Durban newly-elected IRF President Dave Zeller of South Africa, Vice President Juan Carlos Gambarotta of Uruguay, Executive Director Gordon Miller of Great Britain and others helped to lead the IRF rangers in delivering a coordinated message to the world's protected area community to recognize the importance of the work of rangers, and in "protecting the protectors" in an increasingly violent world; to recognize the importance of capacity

IRF delegates pose in front of a rhino sculpture, commissioned to commemorate the World Parks Congress in South Africa.



Tony Sisto

building and training of rangers; and to support the on-site involvement of rangers and field staff in protected areas during times of international or civil crisis. The group worked hard to integrate this message into all of the Congress meetings, resulting in revisions to Congress recommendations, and the final Durban Accord.

Past ANPR President Deanne Adams organized an IRF booth in the exhibit hall that became one of the Congress' most popular booths, regularly a gathering place for rangers and other conference attendees.

I initially thought that a 10-day conference (Sept. 8-17) was too long. What could 3,000 people talk about over 10 days that didn't either endlessly repeat itself, or go off into so many tangents that no sense was made of any of it? Well, I was wrong.

Past South African President Nelson Mandela, Queen Noor of Jordan and current South African President Thabo Mbeki opened the Congress the first evening. They all delivered strong messages on the importance of protected areas, but it was the power of Mandela's presence that first evening that energized the crowd.

As the Congress began, it was at times confusing on how and when to attend the different streams and workshops. However, the power of some of the presentations was visceral. To understand the commitment and courage of rangers standing before political or social aggression in their parks; to

see park staff who faced tanks rolling into a world heritage site in Croatia and survive, to try and grasp what ranger Jabogo Mirindi from the Democratic Republic of Congo faced as rangers — his rangers — were killed during the years of war, yet still stayed — I knew that IRF and member ranger associations of the world could make a difference. (In part through IRF efforts, IUCN presented an award to Jabogo on behalf of all park rangers killed on duty in pro-



Left to right, Alejandro Caparros, Argentina, Deanne Adams, United States, and Elaine Thomas, Australia, staff the booth at the World Parks Congress.

Tony Sisto

tected areas).

As a North American, it was humbling to see and learn from the massive strides that countries and citizens from around the world have taken in setting aside and managing protected areas. As IRF, we were able to show some of the world the importance of rangers and field staff in protecting these areas for our grandchildren.

The U.S. National Park Service was also represented with a small contingent and an official booth. Director Fran Mainella talked at one of the breakout sessions. It was disappointing, however, to hear many people say that while the U.S. is well recognized and respected as the founder of the national park idea, the feeling was that we are no longer seen as a big part of the picture. Many felt we were becoming isolated from the world realities of environmental protection. Seeing the initiative and force of some of the park agencies there — and, importantly, the power and involvement of major NGOs in biodiversity and resources protection through amazingly involved partnerships — I fear the U.S. and NPS may be missing grand opportunities to show the strength and environmental leadership and support we can bring to the world.

ANPR and IRF made a difference in Durban with its interaction with other people and groups, and the ability to remind world park leaders that the rangers and staff on the front lines in the field are crucial to the survival of protected areas. □

— Tony Sisto
Pacific West Region

First Rider's Call

Kristen Britain, DAW Books, 2003
ISBN 0-7564-0209-3
Hardcover, \$24.95

By Karen Sweeny-Justice

When Kristen Britain's first novel, "Green Rider," was published to rave reviews in 1998, no one envisioned that it would take almost five years for the sequel to reach publication. But as with all good things, the wait was worth it.

"First Rider's Call," published last August by DAW Books, picks up the tale of Karigan G'ladheon and the core of elite messengers called the Green Riders that serve the king of Sacordia.

Britain immediately throws her characters into a dark time when true evil threatens the world. Picking up about a year after the events of the first novel, we discover that a crack in the magical D'yer Wall is allowing dark magic to gain a foothold in Sacordia. Dispatched to find answers to what is happening, the Corps of Green Riders is all but decimated by an attack that Karigan felt was imminent. Karigan survives the ordeal, but faces many months of physical retraining. While regaining her strength, she sees the spirit of Lil Ambriodhe, the first Green Rider, and through the bending of time experiences events of Lil's life that have an impact on her own life and times.

In this page turner, readers will find themselves drawn into the events of the fantasy world that Britain has carefully crafted. Her characters are fully evolved, while the descriptions of Sacordia make one believe that it truly could exist.

Perhaps one reason that Britain can craft such a detailed world is the fact that she's worked at a variety of national parks. Prior to settling down at Acadia in the mid-1990s, she worked at parks as diverse as Clara Barton, Lowell, Women's Rights, Mammoth Cave and Rocky Mountain. Both "Green Rider" and "First Rider's Call" were written while Britain worked as an interpretive ranger at Acadia.

While her own ordeal was nowhere near the life and death struggle that she's

put upon her Green Rider characters, the simultaneous careers of working for the NPS and writing took a toll on Britain, leaving her little time to enjoy the Maine scenery she loves. It was a difficult decision, but in late January 2003, Britain left the Park Service. Now concentrating full time on writing, she is working on the third book in the Green Rider series, which picks up where "First Rider's Call" ends. And this time she promises that there won't be a five-year gap between novels.

Britain wasn't unpublished during these five past years, though. In 2001 she saw the publication of a short story, "Avalonia," in "Out of Avalon – An Anthology of Old Magic and New Myths" from ROC Books, while another short story was included in an anthology issued to commemorate DAW's 30th anniversary. She also worked on Acadia's various interpretive media and an update of their park map.

Britain keeps in touch with friends and coworkers and tries to stay abreast of activities at Acadia. She maintains a website at www.kristenbritain.com. □

Karen Sweeny-Justice is a former NPS interpretive ranger who most recently worked at Big South Fork National River and Recreation Area. She contributes regularly to Rubberstampmadness magazine. Her husband Randy is a law enforcement ranger at Big South Fork.



Fire and Ashes: On the Front Lines of American Wildfire

John N. Maclean, Henry Holt and Co., 2003, hardcover, 239 pages, black and white photos, \$25

By Kevin Moses
Big South Fork

Anyone involved in wildland firefighting should read John N. Maclean's new book, "Fire and Ashes: On the Front Lines of American Wildfire." For the second time in less than five years, Maclean has coupled his tireless investigator's eye with his seasoned researcher's curiosity. The result is an indispensable compilation of lessons firefighters can learn from and apply on the fireground.

In 1999 Maclean wrote his first book, the authoritative "Fire On the Mountain: The True Story of the South Canyon Fire,"

whose subtitle reveals its purpose. Just as he did in this first piece, Maclean once again uncovers some painful truths about firefighting in "Fire and Ashes," this time by studying three unique fires, each of which offers its own learning points.

He begins a half century ago in California's Mendocino National Forest. It's July 1953 and the mountains of the Mendocino are at once tinder dry and choked with 40 years of chaparral. They are ripe for a fast-moving wildfire, but with little to no lightning activity, an ignition source is unlikely. Enter Stanford Philip Pattan.

Son of a much-respected engineer for the Mendocino, Pattan, in an act of desperation, decided one afternoon to toss a lit match into dry grass, believing he might secure work fighting the very fire he started. In doing so, he ignited not only one of the deadliest wildfires in American history, the Rattlesnake Fire, but also a firestorm of emotion and controversy in fire management politics, murmurings of which can still be heard today.

A sordid story indeed, and Maclean artistically weaves the various twists and turns of its tangled web effortlessly into a smoothly flowing, coherent and often riveting sequence of events that ultimately defines one of America's most tragic and — until now — forgotten wildfires.

In the end, the Rattlesnake Fire became the object of close scrutiny, obviously because of its arsonist origin, but also because of the many charges that the buildup of brush, facilitated by the overly aggressive suppression policies of the post-1910 Forest Service, caused what might have been a less intense fire to become a conflagration.

The chief reason, though, that the Rattlesnake will live in infamy in the annals of wildfire is it left in its wake the bodies of 15 firefighters. One was a Forest Service ranger. The other 14 were volunteers — members of the New Tribes Mission — following what they believed was their calling by God.

One of the most troubling aspects of the Rattlesnake Fire, though, became its most far-reaching lesson: its victims were *downslope* of the fire. Maclean describes how the wind-driven fire, moving downhill, burned over the firefighters who were running as fast as they could. In

1953 this fire behavior was considered extreme, but today modern firefighters in California expect and plan for the phenomenon regularly. This much we owe to the Rattlesnake fire and the 15 voices it muted forever.

The Rattlesnake has long harbored some secrets. Maclean, by actually visiting the site of the fire and retracing the steps of those desperate souls it overran, has accomplished, at least in the eyes of the fallen heroes' loved ones, an amazing feat that it seems no other source could do. He simply discovered the truth about what happened that terrible day.

In the book's second chapter, Maclean details a more recent classroom example of another fire gone bad. The Sadler Fire, which burned in the rolling open country of north-central Nevada in August 1999, suddenly blew up during a burnout operation and trapped six members of the National Park Service Type II fire crew who were conducting the burnout, almost killing them.

This fire, which is already being studied in refresher courses, also provides firefighters several lessons, only its price tag was less costly than the Rattlesnake's. In candid but professional reporting, Maclean highlights how a chain reaction of poor judgment at every level of command culminated in part of the crew finding themselves directly in the path of a fast-moving fire.

Many in that chain of command discovered the hard way their superiors were finally becoming as unforgiving as fire itself. Maclean openly discusses the shocking political ramifications that resulted in the aftermath of the Sadler fire, many of which have been a long time coming.

The last fire Maclean researches in "Fire and Ashes" is the 1949 Mann Gulch Fire, one that is old news to anyone with a finger on the pulse of wildfire. Maclean's own father, Norman Maclean, wrote an exhaustive study on it called "Young Men and Fire." But while speaking with the last living survivor of Mann Gulch, Bob Sallee, Maclean discovered a point of contention between his father's report and Sallee's recollection.

Together the two men journeyed back to that hallowed ground, intent to get the story straight. Seeing the place again even 50 years later triggered images of the horrific events of Aug. 5, 1949, for Sallee and cemented in his mind that his memory had served him correctly.

Maclean goes beyond these isolated cases, though, and wraps up the book with a succinct, but detailed, summary of wildfire in the United States. He provides a compelling history lesson not only on the tragic fires our nation has endured — from Peshtigo to Thirtymile — but also on the often cutthroat world of wildfire politics.

He takes the readers on a guided tour

through every swing of our nation's fire policy pendulum, from Smokey Bear's full-on suppression campaign to the modern-day national fire plan. And more than once, Maclean cites the trend in recent years for fires to grow large and out of control, often producing catastrophic results that would make any firefighter think twice before donning Nomex.

Yet, we always shall. "Fire, though, is a captivating mistress," Maclean warns poetically. Those of us who do fight fire, who follow the allure and fall victim to its trance, know all too well the truth to his admonition. There's nothing we'd rather do than fight fire.

But when nothing's burning — when the woods are veiled in the white of winter, howling January winds replace summer's electrical storms, and there are no fires to fight — the next best thing is to go to a fire through a good book.

Maclean takes us there in vivid reality. As the book's subtitle suggests, it boldly places us "On the Front Lines of American Wildfire," kindling our passion during the longest winter and keeping us anxiously awaiting our next encounter with the captivating mistress. □

Kevin Moses is a protection ranger at Big South Fork National Recreation Area.

What can membership in ANPR do for you?

The Association of National Park Rangers is an organization looking out for your interests for 26 years. As a member, you have access to many benefits. Included are:

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- ▶ Annual Ranger Rendezvous with professional workshops and other venues
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For more information: contact the ANPR business office at anpr@larned.net or (620) 285-2107.



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



Jot it down!

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

Take a moment and jot down your submissions, then send them to:

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

Retirement

TSP Review — If you had a dollar for every time some financial services company warned that most Americans aren't saving enough for retirement, your own retirement money worries would be over. To certain professionals, we're either blindly ignorant, dangerously overconfident or both. No matter what, they suggest we need guidance — theirs, naturally, at the going rate.

"Americans Unrealistic, Unaware and Undereducated about Retirement Income Planning," blares the headline of survey results from GE Financial, a unit of conglomerate General Electric. "Baby Boomers Not Getting the Retirement Message," screams a press release touting another gloomy survey, this one from ING U.S. Financial Services, part of the Dutch banking giant.

Truth is, the pros have a point. In a perfect world, socking away a few bucks in stocks every month starting in your 20s would likely keep you from getting socked in your 60s.

But most people don't pay attention to retirement finances soon enough and must play an often costly game of catch-up. People who haven't saved enough for retirement

are forced to compromise. Either they work longer than desired, spend less during retirement or invest in riskier assets.

Americans are living longer and retiring earlier. Average life expectancy has increased to 77 years from 71 years over the past three decades, while the typical retirement age is now 62. With such a long horizon, those golden years will demand plenty of green. As a rule, financial advisers say that retirement income should equal roughly 70 percent of pre-retirement income to maintain the comforts of home. I disagree. From personal experience it's closer to 100 percent or more. Paying off the mortgage helps, but that 401(k) still probably won't cover the bills.

The sunnier longer-term picture is clouded by recent events. The past few years have been tough on investors. The bear market broke the spirits of many retirement savers who watched their 401(k)s dwindle to 101(k)s. But crashing stock prices also shattered the alluring myth — ingrained in the latter half of the 1990s — that investing is easy and the market will take care of you simply because you showed up. However, the stock market tends to reward those who stick around, not drop-ins. A new powerful bull market recently celebrated its first birthday, and if you sold out, you missed it. Remember it's not *timing the market* it's *time in the market*.

By now all FERS employees should have upped their TSP contributions to 14 percent and CSRS to 8 percent. But how are you allocating your contributions?

Things have changed since the inception of the TSP. The only stock fund then was the C Fund, which in the '80s and '90s, in my estimation, was the only way to go. You now have two new (2001) stock funds that deserve consideration. Com-

pared to other corporate 401(k) plans that have greater choices, be thankful for what you now have.

Here is a review of the five that are available to the millions of people who make our country work.

► **The G Fund** invests in very-short-term Treasury securities specially issued for this plan. This is equivalent to a high-yield stable value fund and there is no risk of loss. By law the interest paid by this fund is equal to the average rate of return on outstanding Treasury securities with four or more years to maturity. There is no ticker symbol for the G Fund.

► **The F Fund** uses high-quality securities to track the Lehman Brothers U.S. Aggregate bond index. It will perform similarly to the Vanguard Total Bond Market Index Fund.

► **The C Fund** (think "C" for common stocks) invests in a Barclays index that tracks the Standard & Poor's 500 Index. In other words, this invests in very-large-cap U.S. stocks. It will behave similarly to S&P 500 Index funds such as Vanguard 500 Index.

► **The I Fund** (think "I" for international stocks) invests in the Barclays EAFE Index fund, which tracks large companies in 21 countries in Europe, Australia and the Far East. It will perform similarly to the MSCI EAFE Index Fund.

► **The S Fund** (think "S" for small stocks) invests in a Barclays fund that tracks the Wilshire 4500 Index. This is made up of the largest U.S. stocks minus those in the S&P 500 Index. This is essentially a mid-cap blend fund. It will perform similarly to the Vanguard Extended Market Index Fund.

That's it. No value funds for any size U.S. or international stocks. No international small-cap funds either. However, you all have the opportunity to further diversify your retirement savings through Roth IRAs where those under age 50 can invest \$3,000 a year (over 50, \$3,500). Two good funds are the Dodge and Cox Stock Fund, a *Value Fund* and their *Balanced Fund* that is 60 percent stocks and 40 percent bonds. Both are *no-load* funds and have low management fees of approximately .50 percent per year. Check them out.

Many combinations of the five funds in the TSP could be put together, so here's the

(continued on page 28)



Here today...



But what about tomorrow? While millions of Americans are enjoying the wonders of our national parks each year, a lack of adequate funding is threatening the future of the very things they're coming to see.

For example, although the Mexican black bear population has been slowly recovering at Big Bend National Park, insufficient funding threatens their ongoing survival.

Americans for National Parks is securing the necessary funds and resources our national parks need, this year — and every year. To find out how you can help, call 1-800-NAT-PARK (628-7275).


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27th Rendezvous will find ANPR in Rapid City, South Dakota

Nov. 15 – 19, 2004



NPS

Plan to head to South Dakota for the Rendezvous in 2004

South Dakota takes the spotlight as the venue for the annual gathering of ANPR members in 2004. The Ranger Rendezvous will run from Nov. 15-19 at the Best Western Ramkota Hotel and Conference Center in Rapid City, S.D.

A detailed agenda will be posted on the ANPR website — www.anpr.org — as plans progress throughout the year.

Rick Mossman and Laurie Heupel are serving as program co-chairs. They are considering a theme based on Western expansion in commemoration of the bicentennial of the Lewis and Clark expeditions.

ANPR has reserved a block of rooms at \$71 a night at the Best Western Ramkota. The hotel has 267 sleeping rooms, including 33 two-room suites. Each room style has an iron and ironing board, hair dryer, coffeemaker, voice mail messaging and data ports, movies and Nintendo 64.

In addition, the Ramkota features the award-winning Minerva's Restaurant and Lounge, an indoor pool, whirlpools, a fitness center, casino lounge and gift shop. All guests receive complimentary round-trip transportation to Rapid City Regional Air-

port, only 10 minutes away.

Directly across the street from the Ramkota is the Rushmore Mall with 120 shops, a seven-screen theater and additional restaurants.

Call Ramkota's toll-free number, 1-800-528-1234, for reservations and more details about the accommodations.

ANPR will schedule several training courses Nov. 12-14, 2004, prior to the Rendezvous opening session. Watch for details.

Rapid City is situated in the fabled Black Hills, an oasis of pine clad mountains on the Great Plains. The Black Hills offer everything you expect from a mountain vacation: five national parks, scenic drives, waterfalls, abundant wildlife, acclaimed recreational trails, trout fishing and other attractions for adults and children alike.

Rendezvous organizers are planning to schedule field trips to several national park sites within an easy drive of Rapid City. Included are Mount Rushmore, Wind Cave, Jewel Cave, Badlands, Minuteman Missile and Devils Tower (in eastern Wyoming).

Besides hiking, other outdoor attractions include rockhounding, horseback riding,

wildlife photography and golfing. The 73,000-acre Custer State Park also is just 40 minutes from Rapid City and features the granite outcroppings of the state's highest point, Harney Peak.

Reserve some time off in November to make the trek to South Dakota! It's an adventure you won't forget. 

Rendezvous contacts

Rick Mossman, agenda co-chair
mossman@gwtc.net

Laurie Heupel, agenda co-chair

Mark Harvey, training courses
mpharvey@inreach.com

Dan Moses, overall Rendezvous coordinator and raffle organizer (with Diane Moses)
mosesdd@aol.com

Wendy Lauritzen, exhibitors
ohranger@dobsonteleco.com

Dan Greenblatt, super raffle
dan_greenblatt@yahoo.com

Teresa Ford, photo contest
fordedit@aol.com

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.

Mike Anderson is the chief ranger at Assateague Island. His previous assignments have included Natchez Trace, Cape Hatteras and Virgin Islands. Address/phone: 27124 Patriot Drive, Salisbury, MD 21801; home, 410-341-3673, work, 410-641-1443, ext. 223.

Evan W. Jones (GLAC 77, REDW 79-81, GLBA 82-86, NATR 87-89, REDW 90-92, YOSE 93-01, SAMO 02-present) is a chief ranger/supervisory park ranger at Santa Monica Mountains. Previously he was assistant chief ranger for operations at Yosemite. He's living on a boat in Ventura Harbor and says thanks to Norm Blair, Craig Johnson, Bill Ehorn, David Nameth, Donald Chase and Jerry Case. Address/phone: P.O. Box 1856, Thousand Oaks, CA 91358; home, 805-642-3036; office, 805-370-2305.

Darlene Koontz (CALO, COSW, CHAT, CUIS, FLETC, WASO, GRKO) is the superintendent at Bandelier. Previously she was the superintendent at Grant-Kohrs Ranch. Address: P.O. Box 1448, Los Alamos, NM 87544.

Ken Mabery (CANY, THRO, CHCU, ELMO, SWRO, PECO, FOUN, ELMA, CAVO, WASO-RAD, CCSOREO) is the new superintendent at Fort Necessity NB and Friendship Hill NHS. Address: 3440 National Road, Farmington, PA 15437. His e-mail remains maberyken@aol.com

Sean McGuinness has moved from chief ranger at Mojave to a detail to the Department of Interior, NPS, Office of Law Enforcement and Security. He is working on law enforcement reforms, DM-446 and border and drug issues for all DOI bureaus. Address/phone: .P.O. Box 735, Arlington, VA 22216; home, 703-527-9692; work, 202-208-7935; sean_mcguinness@ios.doi.gov

Karen Newton recently transferred from chief ranger at Haleakala to Pacific West Region park ranger, law

enforcement and emergency services, after a five-month detail in WASO, visitor and resource protection. Address/phone: 1111 Jackson St., Suite 700, Oakland, CA 94607; work, 510-817-1387; cell, 510-414-9498.

Bill Orr, an NPS retiree and E&AA life member, has retired as director of the Santa Rosa Junior College Park Ranger Academy in California. Following his retirement in 1980 from the position of regional chief ranger, Western Region, he began managing the Ranger Academy at Santa Rosa. Twenty-five years and more than 2,500 graduates later, he is looking for a "softer, less-demanding job." He added, "It is difficult to give up a program that has been such a big part of my life for so long, but it is time to move on and make room for others with fresh new ideas."

Cindy Ott-Jones is now superintendent at Bent's Old Fort NHS. Previously she was chief ranger at Glen Canyon NRA. Husband **Rick Jones** continues employment in the Interpretation Division at Glen Canyon, hoping for a Colorado location in the near future. A weekend marriage would be welcome over the current 560-mile separation! They have purchased a home: 1421 Maple, La Junta, CO 81050; 719-384-2774. For now Rick's contact information will stay the same as on the back cover of *Ranger*. Cindy's work number is 719-383-5010, ext. 12; rcoj@centurytel.net.



Cindy Purcell and Ron Mitchell

Cindy Purcell (MACA 85-87, GUMO 87-89, BAND 89-95, SEKI 95-99, ZION 99-present) and **Ron Mitchell** were married Nov. 8, 2003, on a beautiful fall day in Zion National Park. Address: P.O. Box 415, Springdale, UT 84767.

Gerry Reynolds (YOSE, SEKI, CACA, GRCA, GLCA, DENA, PINN) is district ranger in law enforcement for the Bureau of Land Management, Vale District Office, (more than 5 million acres in eastern Oregon). Previously he was a ranger for visitor protection/services in the West District at Pinnacles. Address: 4845 Whitley Drive, Fruitland, ID 83619.

Lee Werst (GETT, INDE, COLO, NACC, CAVE) has moved from a supervisory park ranger position at Carlsbad Caverns to chief of interpretation at Timpanogos Cave. Address/phone: 841 W 830 N, Orem, UT 84057; home, 801-802-7371, work, 801-756-5239; lswerst@aol.com.

Welcome to the ANPR family!

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

Nathan Bluett	Indianapolis, IN
Christina Boehle	Boise, ID
Steve Carlin	Waltham, MA
Tom Cherry	Saint Simons Island, GA
Sierra Coon	Carmichael, CA
Lisa Cowden	Sewell, NJ
Kevin Damstra	Weymouth, MA
Paul DePrey	Red Bluff, CA
Michael Ebersole	Grand Canyon, AZ
Laurie Heupel	Great Falls, MT
Debra Hughson	Barstow, CA
Kaitlin Lamphere	Mason, MI
Patricia Martin	Golden, CO
Paul Motts	Akron, OH
Emily Murphy	Salem, MA
Neal Niiyama	Pearl City, HI
Kathy Pearson	Saint Croix Falls, WI
Karl & Patricia Schaffenburg	Ridley Park, PA
Christin Schlegel	Gulf Breeze, FL
Dennis & Marcia Schramm	Jefferson, MD
Scott Warner	Mount Desert, ME
Rosie White	Indio, CA

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A guide to becoming
a park ranger with the
National Park Service

 ASSOCIATION OF NATIONAL PARK RANGERS

Special Forward by National Park Service Director Fran Mainella

Billy Flanagan

William Mark "Billy" Flanagan III passed away Sept. 13, 2003. He began his career as a WG-3 laborer in 1986 and worked on a variety of maintenance assignments at Fire Island.

He learned his lessons well, and as a result was promoted to carpenter WG-8 soon after, building boardwalks islandwide. He performed so well on these tasks that he acquired the nickname of "Billy Boardwalk," a title he held proudly even after he was promoted to occupational health and safety officer about five years ago.

Under his direction Fire Island's safety program was recognized as one of the finest in the Service. He received the 2001 NER Regional Directors Safety Award and the 2002 Directors Award for Safety Management. He was involved early on in the Association of National Park Maintenance Employees, and he was a charter member and served as vice president for many years.

Billy always looked at any challenge as an opportunity, and he traveled far and wide in his career for training opportunities to broaden his career horizons and to overcome challenges he met in his day-to-day duties and assignments.

It was this attitude about challenges that served him well the past several years, and this enabled him to experience strong personal growth even as he fought his illness. Even in retirement he kept close ties with his NPS family, and he will be missed by all who knew him. □



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 or visit the ANPR website: www.anpr.org

ANPR's award-winning "Lost . . . But Found, Safe and Sound" video also available on CD!



Designed to show children, ages 4-12, what to do if they become lost in remote areas such as parks or forests.

\$10 for ANPR members; \$15 for others; quantity discounts available; credit card payment (Visa/MC) accepted

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IUCN – The World Conservation Union, World Commission on Protected Areas, has presented the Fred M. Packard International Parks Merit Award to all rangers who have lost their lives in the course of duty in recognition of outstanding valour in the cause of protected areas.

The award states:

"Rangers and others working at the field level in areas of conflict, often find themselves on the frontline of a conservation battle to protect our precious wildlife, plants and heritage. It is an extraordinary testimony to their dedication, commitment and passion for conservation that they work in the most difficult of circumstances and that some make the ultimate sacrifice for conservation and protected areas. IUCN and the International Ranger Federation are committed to profiling this important issue at the Vth IUCN World Parks Congress. IUCN will provide an amount to support the families of Rangers who have lost their lives in the course of duty. This will be jointly managed by IUCN and the IRF."

— Chair, World Commission on Protected Areas, Sept. 17, 2003

Richard Spomer



Rich "Spom" Spomer, retired Grand Teton district ranger, passed away Nov. 24, 2003, at his home in Grand Junction, Colorado.

He was diagnosed with ALS (Lou Gehrig's disease) shortly before his retirement in August 2002 after a 34-year NPS career; the disease had rapidly progressed over the past few months.

Spomer was respected for his work with Interagency fire, law enforcement and emergency services within the NPS and Jackson Hole communities. He was beloved by those who worked with and for him, and he was often called "the magic man" by his peers because he was a logistics wizard who always produced needed equipment and materials during fire incidents or search-and-rescue operations.

Born in Hardin, Montana, in 1945, Spomer joined the Marines in 1966. He served with the 2nd Battalion 26th Marines in Vietnam from 1966-67 and later transferred to the 1st Battalion 3rd Marines. Spomer began his NPS career in 1967 as a seasonal law enforcement ranger and fire control aide at Bighorn Canyon. His first permanent position was law enforcement at Lake Mead in 1971. He also joined the Coast Guard Reserves as an enforcement officer at Lake Mead and worked as a scuba diver for search and rescue. In 1974 he transferred to Rocky Mountain as a backcountry ranger and trail worker. He moved to Glen Canyon in 1978 at Wahweap and Rainbow Bridge marinas before be-

coming the district ranger at Bullfrog. He was the Lower Current District ranger at Ozark National Scenic Riverways from 1984-89 before moving to Grand Teton as the South District ranger, a position he held for 13 years.

Spomer applied his training and skills during several national emergencies and national special events. He assisted during the aftermath of the 1989 Exxon Valdez oil spill, Florida's 1992 Hurricane Andrew and the Midwest floods of 1993. He was a member of the special event team during presidential visits to Grand Teton by Presidents George H. W. Bush and Bill Clinton. Spomer also worked on the incident team during the U.S.-Russia Summit between James Baker and Eduard Shevardnadze in 1989. He served on a Type II team during the Cerro Grande Fire at Los Alamos, N.M., and worked as a logistics officer for the 2001 Green Knoll Fire near Wilson, Wyo.

In addition, Spomer served on special events teams at Grand Canyon, Fort Laramie and South Dakota. His most recent assignment came during the 2002 Winter Olympics in Utah where he was a member of a pre-games incident management team and subsequently worked as logistics chief during the games for America Public Lands.

In addition to his special NPS assignments, Spomer was extensively involved with Teton County Emergency Medical Services and participated in the Project Impact program. He also served on the Teton County Emergency Management Committee and contributed volunteer time with the American Red Cross as the NPS liaison and a member of the advisory board.

(continued on next page)

Retirement *(continued from page 24)*

suggestion from Paul Merriman of Merriman Capital, of four model portfolios that should meet most people's needs. To choose one of these plans, employees must know what rate of return they need and what level of risk is appropriate for them. Age and years to retirement are important considerations.

A **Conservative Portfolio** calls for putting 40 percent each in the F and G funds and the remaining 20 percent into equity funds: 8 percent in I and 6 percent each in C and S. This allocation is suitable for investors who are close to retirement or have already retired and who care much more about hanging onto their money than about having it grow.

A **Moderate Portfolio** attempts to approximate the allocation of traditional pension funds. It calls for 20 percent each into the F and G funds, 18 percent each into C

and S and the remaining 24 percent into the I Fund. This allocation is suitable for many long-term investors, including those with five or more years before retirement. It can also be viewed as a default portfolio for those who can't make up their minds.

An **Aggressive Portfolio** is for investors who are 10 or more years away from retirement. It calls for 24 percent each in the C and S funds, 32 percent in the I Fund and 10 percent each in the F and G funds. The 20 percent in fixed-income funds provides a moderate buffer against the volatility of the stock market.

Finally, a **More Aggressive Portfolio** is for employees who want to pull out the stops and "go for it." This all-equity combination pursues growth without regard to volatility. It should be the favorite of young investors and those with 15 to 20 or more years to go before they expect to need the

money. The allocation is 30 percent each in the C and S funds and 40 percent in the I fund.

While this plan doesn't give investors enough tools to attain optimum diversification, it has some virtues. For one thing, it's simple. For another, it includes both U.S. and international stocks and, at least in the U.S., a large-cap offering as well as a mid-cap to small-cap offering.

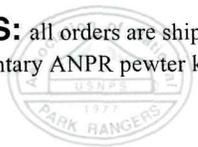
Merriman's view is that federal employees should have more choices, specifically, that the government should offer a small-cap international fund, a large-cap U.S. value fund and a U.S. small-cap value fund. Perhaps if enough participants in the plan request these options, they can be added.

Other recommendations for this plan, along with suggestions for further reading, can be found online at www.401khelp.com/tsp/, an educational website maintained by the firm, Merriman Capital. This site also has a link to the government's own site. □

— Frank Betts, Retired

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Richard Spomer

(continued from previous page)

Rich and his wife, Leslie, married in November 1969. They have two daughters, Lissa and Ketti, who live and work in Wyoming — Lissa for Grand Teton and Ketti for the Fish and Wildlife Service at the National Elk Refuge. Leslie works for the NPS at Colorado National Monument. Rich passed away peacefully in his sleep with his wife and daughters by his bedside.

A memorial service and burial at the Military Cemetery were held Dec. 2, 2003, in Grand Junction. Condolences can be sent to Leslie Spomer, 402 Willow Ridge Court, Grand Junction, CO 81503.

In lieu of flowers the Spomer family requests that donations be made to one of these groups: the ALS Association, P.O. Box 7964, Boulder, CO 80306; the Hospice and Palliative Care of Western Colorado, 2754 Compass Drive, Suite 377, Grand Junction, CO 81506; or the George B. Hartzog, Jr. Educational Loan Program, c/o Bonnie Stetson, E&AA Membership, 470 Maryland Drive, Suite 1, Fort Washington, PA 19034. □

MEMBERSHIP APPLICATION — Association of National Park Rangers

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

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

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	One year	Two years	One year	Two years
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\$25,000 – \$34,999 (GS-7/9 or equivalent)	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
\$35,000 – \$64,999 (GS-11/14 or equivalent)	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145
\$65,000 + (GS-15 and above)	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145	<input type="checkbox"/> \$90	<input type="checkbox"/> \$175
Associate Members (other than NPS employees)				
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
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To help even more, I am enclosing an extra contribution \$10 \$25 \$50 \$100 Other

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

➤ To assist the ANPR board in planning Association actions, please provide the following information.
 Do you live in **park housing**?
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