

RANGER

The Journal of the Association of National Park Rangers

Vol. XIII, No. 3 Summer 1997



The Changing Face of Search & Rescue

Letters

Exceptional Job

Alan Foster's "Mojave Plastics Investigation," (*Ranger*, Winter 1996-97) is an excellent summary of this significant and successful investigation. The cooperative effort, managed under the incident command system, was instrumental in the success of the case. Agencies that had never worked together — or had difficulty in the past working together — were joined with a common goal.

What Alan doesn't explicitly say is that if it were not for dedicated, hard-working people like Alan Foster (WHIS), Bill Blake (NERI), Heather Davies (PGSO), Eric Inman (DEVA), Donna Davis (CDFG), Bert Tapia, Bill Wylie and John Key (BLM), Bill Carter (AUSA) and numerous others, this investigation would not have realized its success. Thanks, all for an exceptional job.

Mary G. Martin
Superintendent, Mojave

Ridenour Writes on Core Ranger Duties

(The following letter to Deanne Adams from past NPS Director Jim Ridenour was in response to a letter regarding Ridenour's testimony before the Senate Subcommittee on the core duties of uniformed rangers.)

Thanks for your kind remarks. I agree with your concern over not seeing uniformed rangers in the parks. I did a lecture series this past summer and had that very same experience in a number of parks, including Grand Canyon.

The reality of the situation seems to be as I have stated. There seems to be very little support for increasing taxes. There can be argument over the way the pie is cut up, but there is little support for increasing the size of the pie. So, what are the chances of getting a significant boost in the number of professional rangers in the parks? Very slim, indeed.

Maybe you should be concentrating on defining those duties that absolutely must be done by rangers and not fear losing ancillary duties to volunteers or other forms of ranger replacement. In my example, I wanted to make sure that the rangers continued to provide the interpretive programs even if the campgrounds are privately run.

There are other examples that need to be explored. I had my students exploring ways to cover the costs of rescues, and one of them came up with the idea that rescues could be done by private, risk-oriented teams who made their services available for hire. I don't think the rangers would buy that idea and the public would gag on the costs, but the point is that the Association ought to take a very close look at what is and isn't negotiable.

The truth of the matter is that there is plenty of work to go around and the use of volunteers is unlikely to take the place of rangers in the parks. The job descriptions for certain rangers may change, but the need for rangers is not going away. For example, there may be a need for a ranger trained in coordinating volunteers. This may not be what some rangers signed up for, but it may be a very productive activity for rangers who are so inclined.

The day may come when we have all the money we need to hire, equip and maintain the true number of rangers we need to do the job — but I don't see it in the near future.

On another subject, we have been meeting with Ed Carlin and others representing the training component of NPS. I am convinced that high-tech, long-distance training and education is the answer on getting the word out to people in the field. It just isn't feasible to put large numbers of people on airplanes to meet in central locations for training. The cost of centralized training in terms of days away from the job is staggering, let alone the cost of sending people to meetings.

We have been teaching via satellite, computers and the Internet for a number of years. From a central location we can broadcast to every NPS unit in the country, and this can be done with one-way or two-way communication. What an advantage I would have had if I had the opportunity to speak to all NPS employees face-to-face. Think about some of the ranger force isolated in a remote location in Alaska. If they could turn on the television and enter into a dialogue with the NPS chief ranger on a monthly basis, the possibility of misunderstandings would go

(continued on page 25)



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RANGER

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

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

Submissions

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President's Message

One of our top priority actions for 1997 is to focus attention on the employees who were converted from seasonal to term two years ago and who will be at the end of their appointments within the next two years. Without legislative action, those employees will not be able to compete for permanent jobs under the Merit Promotion Plan. In May we sent an electronic mail survey (jointly prepared with ANPME) to all parks asking for information on numbers of term employees, costs for training and anticipated numbers they would like to convert to permanent. We hope to have a compilation of survey results before the June 21-22 ANPR board meeting. Survey results will be published in the Fall issue of *Ranger*. Based in part on these results, we will decide on the next actions to take. Legislation will be required to allow term employees to compete under the Merit Promotion Plan.

A second priority action is to encourage Servicewide debate on the practice of using non-NPS employees to do core mission work. Under the ANPR Actions you will see our letter to the Director and the response from NPS. As the letter points out, contracting services is a tool managers must consider. We certainly understand the fiscal constraints managers are under and the increasing demands for more services. However, we remain concerned about this trend.

I would be interested in feedback from members on this issue. Write us with your opinion after you have read the two letters later in this issue. (Also see the Letters section for Director Ridenour's thoughts.) The long-term impacts of contracting services needs to continue to be debated. In his essay in the April 21 issue of The Washington Post National Weekly, Robert Kuttner

states: "The most basic trouble with privatization is that it requires careful supervision by none other than government . . . and we simply trade a public monopoly for a private one." There are a lot of reasons to be concerned about this trend. What do you think?

A third issue identified by members last year is continued action on housing. In March we commented to NPS on the draft housing policy (see ANPR actions for a summary of the letter), but the revised policy incorporated only a few minor comments. The policy continues to talk about shifting from making "employee benefit-based" decisions to making "mission-based" decisions. It is our opinion that the program has never been employee benefit-based and that it still needs work before employees have the "decent, safe, and sanitary" housing that we advocated in our letter.

If you are in the Seattle area June 21-22, please plan to attend the mid-year board meeting. We'll be discussing the issues above, plus plans for hiring a new business manager, actions for our membership program, and review of the Rendezvous program and training. We'll have a full report of the meeting in the fall issue — but come and hear for yourself!

One last item. Can you dedicate one to two hours per week to your Association? If so, please consider running for election to one of the new board positions this fall. Contact Cindy Ott-Jones (address on the back page) to learn more about the duties of board members. I hope to hear from you. □



DIAL-UP FOR RESCUE:

Cellular Phones and the Search

Scratchy calls over radio-phones, generally good only at high altitude, often greeted rangers in Denali National Park (then Mt. McKinley NP) during the 1970s. The radio-phones were required by park regulations for all climbing parties to carry. At two in the morning with the sun blazing away, climbers through patchy static would call from the West Buttress at 17,000 feet with a problem. They were requesting a rescue.

Many of these were serious and required immediate response. Some, however, required close questioning before the expense and danger of a high-altitude helicopter or climbing rescue was initiated. One in particular was a gentleman who, it was eventually found out, was a lawyer whose sole purpose of wanting a “rescue” was because he didn’t want to miss an important meeting back at his office. He was left to find his own way back down with his group.

Since those days, cell phones have taken the old radio-phone capabilities, and moved them into the price range and weight limits that allow nearly anyone heading into the backcountry the freedom to have instant connection to the outside world. As recently reported by Grand Tetons ranger **Mark Magnuson**, “the most significant technological impact we’ve seen in Grand Teton National Park is visitor reliance on cell-phones.”

Reading back issues of the *Morning Report* for the past several years (see below) show a small but growing reliance on this technology. This is supported by current reports from other rangers in high-SAR parks.

Ranger **Bob Wightman** of Great Smoky Mountains reports that there have been “several calls via cell phones. To date, calls have been more helpful than not. They have alerted us to backcountry incidents which required an EMS response. Still, we have experienced problems.”

Wightman reported several incidents. One incident involved a cell phone call from a physician deep in the backcountry in “winter conditions” who “called to report a young adult female in hypoth-

Right, Yosemite rangers take off for a possible rescue from rock walls in the valley; Below New River Gorge rangers during a river rescue.



Teresa Ford



New River Gorge

ermia. We were never able to re-establish contact with the doctor and initiated a response with two rangers (seven to eight miles distance). Neither victim nor doctor was ever found.” The conclusion was that the call was legitimate and the person recovered and moved on.

Another incident involved a father and son who became lost while returning from a backcountry site approximately two miles from the road. The man’s wife, who had received a cell phone call from her husband reporting he was lost, pestered rangers to find them, thinking that it was possible to “zero in on the cell phone.”

Is there a trend? Perhaps. Wightman thinks that incidents such as these “may indicate a trend for people to be less careful when carrying a cell phone. I personally have real concerns about people beginning to take risks they wouldn’t otherwise take, feeling that help is ‘just a phone call away.’” Like the woman above concerned about her family, many people “may be thinking that cell phone systems allow for a location trace just like most 911 systems at home.”

In Grand Tetons, climbers also are beginning to use phones in less-than-emergency situations. Magnuson wrote that rangers there “occasionally receive reports of insignificant incidents which, absent the luxury of being ‘just a phone call away,’ would have otherwise resolved themselves. With the phone call requesting assistance, there is often a degree of obligation on our part to initiate

some level of response. Through public education (PSAR) we've always promoted a high degree of self-sufficiency, and even self-rescue when and where possible, but the ability to rely on a cell-phone to call for help may be diluting this message. Some assert that the mere possession of a cell-phone prompts users to 'push the envelope' to a higher level, knowing that help is just a phone call away."

The possession of a phone can also lead to the superfluous calls, such as that reported by Magnuson at Tetons: "In the summer of 1996, Jenny Lake rangers received a cell-phone report from two climbers who were 'experiencing difficulty' after an uncontrolled slide down a snow couloir. Due to poor phone reception, followed immediately by a dead phone battery, a rapid response was initiated, erring on the side of possible serious injuries and a true emergency. To the chagrin of the rangers who ran several miles up a steep trail, the difficulties were minor, the most pressing of which was notification of spouses that they would be late getting out."

Their use has, however, often proved beneficial. At New River Gorge, ranger **Rick Brown** reports that "cell phones are beginning to be a factor for getting information quicker. We have gotten several calls from motorists crossing over the New River Gorge bridge informing us of parachutists and suicides. So far, very few of these calls have been false alarms. Improved radio communications with the NPS and outfitters has been a major factor to alert us of a SAR incident on the river, and allow good communications with other agencies."

Magnuson at Tetons says that "true emergency situations are often reported almost instantaneously, resulting in a more rapid, efficient SAR response. Not only do we know an accident has happened, but we can dial up the reporting party and query them for specific information on location, weather conditions at the scene, extent of patient injuries, etc. On more than one occasion, this information has saved lives."

Wightman reports the same, that for official use they are "using cell phones more and more to communicate with dispatch or, more often, with medical control." Although phones "are not routinely carried into the backcountry, but are instead carried in response to an incident," they have allowed "for more detailed and confidential discussions than is possible over the radio." One setback he recognizes is that dispatch and other rangers are consequently "not part of the loop and can miss information which would be critical for them to provide help later."

Cell phones are only one part of the new face of search and rescue. Other new technologies are becoming more commonplace in parks and in wilderness. Hand-held GIS devices, personal locator transmitters, and other forms of technology are becoming more common. How will these increasing uses begin to affect our management of search and rescue? One measure may be to review some of the past incidents from the NPS *Morning Report*.

Morning Report

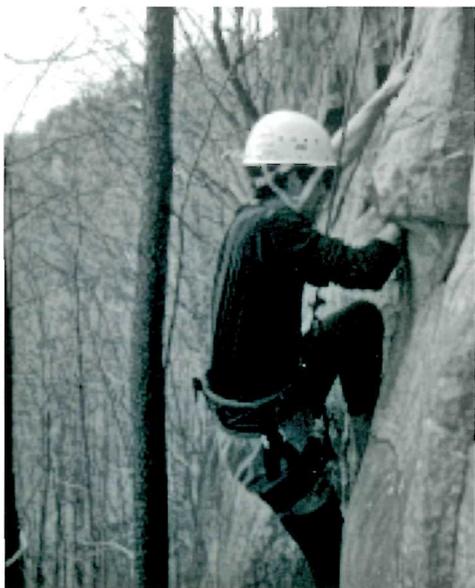
In 1992, the *Morning Report* relayed some of the early SAR incidents involving cell phone calls. Later there were more, as this excerpt shows:

1992, Mount Rainier — At 6 p.m. on June 7, a local fire department advised the park they had received a call from an unidentified individual who had heard a CB broadcast reporting that someone was in a crevasse at the 11,000-foot level of the mountain. About 90 minutes later, the Yakima detachment of the Washington State Patrol notified the park that they'd received a call from a climbing party with a cellular phone on Ingraham Flats reporting that a climber was immobilized at the top of Disappointment Cleaver. Rangers also learned that the victim, 39, was a member of a three-person party that had successfully climbed Fuhrers Finger the previous day. As they were descending via Disappointment Cleaver, the victim started showing signs of poor judgment and breathing difficulties. His party placed him in a sleeping bag in a bivie sack and left him with food and water while they went for help. His partners contacted another party on Ingraham Flats, and they had made the call to the state patrol. Due to the late hour and the altitude involved, it was not possible to rescue him by helicopter. The party at Ingraham Flats offered to assist in the rescue with four of their strongest climbers. Ranger Ken Davis and three Rainier Mountaineering guides took rescue gear and oxygen from Camp Muir to the top of the Cleaver, then lowered the victim to Camp Muir. He was somewhat dehydrated but appeared to be in fair condition.

1992, Mount Rainier — Early on the morning of June 23, the park received a report from a local sheriff's office that the victim, 48, a member of a three-person climbing team on the mountain, had suffered an apparent fractured ankle when he broke through some snow on the east side of the summit and struck some rocks. The call had come by cellular phone from the party's leader. The victim had fractured his ankle the day before. Although his boot was removed and his foot was packed with ice, it became obvious by the following day that evacuation would be necessary. A Chinook helicopter was requested from Fort Lewis and arrived on scene just before noon. Three rangers flew to the summit and retrieved the victim and the rest of his party. All three climbers are very experienced and made no obvious errors.

1994, Delaware Water Gap — Just after noon on Monday, June 27, rangers were notified that a visitor had fallen from the top of Buttermilk Falls in the New Jersey District. A 13-year-old Boy Scout was washing himself in a pool at the top of the falls. When he looked over the edge of the falls, he slipped and tumbled down the face of the falls. The park's rescue/evacuation team performed a belayed carry-out from the falls. The victim was then flown to Morristown Memorial Hospital, where he was in guarded condition with fractures to the skull and pelvis, lacerations to his spleen and liver, and kidney problems. Initial emergency calls were made via cellular phone by one of the Scout leaders.

1994, Crater Lake — On the afternoon of Dec. 7, Klamath Falls police advised the park they had received a call for help from two skiers via cellular phone and ham radio. The skiers said they were exhausted from traveling in deep snow, were concerned about



New River Gorge

avalanche danger, and one of them was suffering from pain from an artificial hip. A four-person park rescue team headed out to find them the following morning and contacted the two men early in the afternoon. Both were in good condition and were able to ski out on their own. The pair had headed out on a trip around the rim on Dec. 4. Al-

though informed of conditions, they didn't appreciate the degree of effort required to break trail through soft snow (the park received a record snowfall of about 190 inches in November). They were closely counseled about winter skiing realities before being released.

1995, Mount Rainier — On the evening of June 6, the park received a call from the 911 dispatcher for Columbia County, located near St. Helens, Ore. The dispatcher had received a cell phone call from a person who said he'd fallen while climbing on Eagle Peak in Mount Rainier and was injured. The call was very scratchy, and the operator had a difficult time understanding the caller. A total of five calls were made, but the operator was never able to get the person's cell phone number. A searcher was sent up the Eagle Peak trail to evaluate the situation, and came upon a person who identified himself as the victim's climbing partner. He reported that the victim, 20, had a fractured leg. An eight-person team found Rasmussen near the top of the peak but on steep, rotten and crumbly rock. A Mast helicopter was accordingly called in, which picked up two rangers and dropped them at the location. The was evacuated by air, then taken by ambulance to a local hospital.

1996, Mount Rainier — Two winter campers were caught in a storm during their overnight trip to Camp Muir. On Sunday, they contacted park rangers by cellular phone to report that they were lost, but were OK for another night. Rangers gave them instructions on how to descend the snowfield and return to Paradise. The pair camped at the 9,000-foot level on Mount Rainier that night, then called the park the following morning. The battery in their phone died in mid-conversation, however, so rangers were uncertain of their condition or situation. The weather on Monday was severe, with strong winds, blowing snow and very limited visibility, thereby precluding any possibility of a search. On Tuesday, a ground team headed toward Camp Muir. A break in the weather later permitted a helicopter search of the upper snowfield, but the effort proved fruitless. The helicopter then descended below the cloud level and

found footprints in a remote drainage far east of the Muir snowfield. The helicopter crew eventually found the couple at the mountain's 6,000-foot level. They were hypothermic, exhausted and on their second day without food or water. They had abandoned all their gear at the 9,000-foot level and had spent Monday night huddling in a snow cave that they'd dug with their hands. The helicopter flew them to a local hospital for evaluation and treatment

1996, Death Valley — On March 28, two 22-year-old Air Force Academy students set out on a day hike in the Natural Bridges area. They employed free-climbing techniques to circumvent several dry falls, but an anchor pulled out and one of them fell about 15 feet, dislocating his right shoulder and thumb. The other climber free descended to a second 20-foot dry fall to return to the trailhead to summon help by cellular phone. Ten park employees assisted in the rescue. The victim was belayed down the fall, then walked out — with assistance down three rock scrambles — to a waiting ambulance. He was taken to a hospital in Las Vegas.

1996, Yosemite — Two climbers were descending the North Dome gully after a three-day climb on Washington Column when a cold front passed. Several inches of hail and snow covered the terrain, and the climbers lost the route. They became stranded and employed a cell phone to call for help. A nine-member rescue team began attempts to reach them that night by fixing ropes up the gully. Their progress was checked by snow-covered rocks and a significant flow of water down the gully, and they were eventually forced to retreat, with the intent of resuming the rescue in the morning. The soaked victims sat out the night in freezing conditions with extremely cold hands and feet, but reported in by phone that they were getting by. The weather cleared the next day, and a helicopter from Lamar Naval Air Station was able to hoist the two men out of the gully. They were treated at the park clinic, but suffered no permanent injury to their extremities.

1996, Denali — A 32-year-old woman was climbing a 45-degree ice and snow slope on the South Buttress with two men on May 27 when she fell about 50 feet and was injured. Her partners used a cellular phone to call 911 and request assistance. Mountaineering rangers dispatched the park's high-altitude Lama helicopter to the scene and moved the victim down to the Kahiltna Glacier base camp. She was then flown to Talkeetna and taken by ambulance to a hospital in Palmer. The men remained on the route and continued the descent.

1996, Yosemite — Park dispatch received a 911 call via cellular phone from the backcountry on the afternoon of Sunday, May 26. The caller reported that her 14-year-old daughter had become separated from their group near Ostrander Lake. Wawona rangers immediately began a search which involved four hasty teams transported to the area by helicopter. Rain, hail and below freezing temperatures set in on Monday. Search efforts continued and expanded over the next two days. At the height of the search, over 200 personnel were involved, including nine dog teams and three helicopters. Twelve agencies joined the NPS in the search effort. On

Annual Search and Rescue Report Summary					
National Park Service					
Incidents	1996	1995	1994	1993	1992
Individual					
injury/illness	1,367	1,188	1,940	1,868	1,427
fatal	297	156	175	160	159
other	2,806	3,465	3,746	4,192	3,056
TOTAL	4,470	4,809	5,861	6,220	4,642
Saves					
injury/illness	183	240	332	270	233
other	770	256	446	365	157
TOTAL	953	496	778	635	390
Personnel Hours					
programmed	30,545	26,793	29,543	31,108	27,883
unprogrammed	34,060	31,823	35,389	57,842	35,553
non-NPS	18,078	9,462	19,463	24,113	14,497
TOTAL	82,683	68,078	84,395	113,063	79,933
Personnel Costs					
programmed	480,950	395,760	398,498	438,822	320,524
unprogrammed	931,384	736,965	970,919	1,635,455	804,441
non-NPS	250,773	254,861	242,332	567,716	191,827
TOTAL	\$1,663,107	\$1,387,586	\$1,611,749	\$2,641,993	\$1,316,792
Aircraft Hours					
military - fixed wing	136	128	44	210	84
military - rotary	239	255	225	443	841
non-military - fixed wing	396	125	91	196	321
non-military - rotary	861	762	852	854	796
TOTAL	1,632	1,269	1,212	1,703	2,042
Aircraft Costs					
military - fixed wing	163,311	213,397	31,506	167,796	284,578
military - rotary	503,693	613,539	387,716	1,061,555	524,142
non-military - fixed wing	57,020	33,397	17,892	35,087	94,428
non-military - rotary	922,061	813,887	947,436	672,090	864,991
TOTAL	\$1,646,085	\$1,674,220	\$1,384,550	\$1,936,528	\$1,768,139
GRAND TOTAL COSTS	\$3,309,192	\$3,061,806	\$2,996,299	\$4,578,521	\$3,084,931

the afternoon of the 28th, the girl was found by a ground search team along Illilouette Creek, about five air miles from the point last seen. She was uninjured and walked to a landing zone to be flown out. Media interest was extremely high, and the search received major coverage in central California. Several magazines are planning articles, and a movie producer phoned to acquire rights for a TV movie. Mike Durr served as incident commander.

1997, Grand Teton — Climbing rangers are now receiving cell-phone calls from climbers requesting route information, such as, "We just topped out on the fourth pitch and are wondering if we exit right or left . . . can you help us out?" One such call was received at home at 11 p.m.

What are your stories?

No Easy Fix for the Beartooth Panic

By Tom Vines

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Our search and rescue team, operating in a tough-to-reach, boulder-strewn area of Beartooth Wilderness, had passed the first hurdle: locating the body of a maladroit "weekend backpacker" who had stumbled and fallen several hundred feet to his death. Now we puzzled over the tough part of the mission: what to do with the body. We faced an excruciating, perhaps days-long, carryout from the wilderness with a deceased 230-pound male.

Just as we agonized over the tough options, two other weekend packers stumbled out of the trees and provided a solution to our problem. The first man, in his 50s, was incoherent and soon lost consciousness. The other, in his 20s, was stricken with "Beartooth Panic"—he fled down the Mystic Lake trail, leaving his distressed companion behind. Even though we had to deal with another medical emergency, the older man turned out to be a blessing in disguise; he was a congressional aide, whose influence on Capitol Hill provided us with the free use of a high-altitude helicopter that we had been unable to get before his arrival. The aircraft evacuated the congressional aide, suffering from severe dehydration, and as a bonus removed the body for us.

Such problems are not always as easily resolved in mountain search and rescue, an activity that can be physically and emotionally draining and filled with rapidly changing situations. But now, search and rescue personnel here and all across North America are facing a frustrating and dispiriting challenge, not from any physical emergency, but from a decaying of our national character.

Traditionally, wilderness has been used by those individuals willing to test the very substance of their body and soul. In the wilderness, humans are still at the mercy of natural forces. If you do not have innate survival skills, combined with the right training, you can be eaten by a bear or die in a storm. These risks were understood and accepted in the past.

But that spirit seems foreign to a new breed of "outdoorsmen" who embrace the appearance but not the substance of adven-

ture. People increasingly appear in wilderness with the latest trendy electronic gadgetry, but without the necessary skills or comprehension of the wilderness. They have GPS (global positioning system) units and cell phones, but don't know how to use essential equipment, such as a compass or maps. And once their comfort zone dissolves, they want only to abuse a highly

"... rescue personnel are increasingly bothered by calls from persons with frivolous demands, who often are not in true distress, but are just tired."

strained rescue system.

In Washington state, a man called on his cell phone from the backcountry, saying that he was dehydrated and unable to go on. Three rescue teams responded with emergency equipment but found him able to walk out. While he did not carry adequate water, he did have—besides a cell phone and GPS—a laptop computer in his pack. In New Hampshire, two hikers phoned for assistance in the White Mountains. They had a GPS but no map, without which GPS plot points are of little value.

The use of cell phones has led to an enormous influx of people into the backcountry who come unprepared and then, faced with the reality of the wilderness, demand help immediately. Their behavior seems to stem from the current thought that someone has the responsibility to come pull you out of any trouble you get into, no matter how foolish or inconsiderate you have been in getting there.

The problem is that except for state and federal parklands, rural areas are served by search-and-rescue teams staffed by volunteers. They are usually coordinated by rural sheriffs, whose meager budget can be wrecked by the cost of one helicopter response.

Historically, and by custom, most backcountry problems were true emergencies, involving people who were knowledgeable and prepared. If they called for help, they were truly in distress, the result of bad luck or an unpredictable accident. Rescue teams initially saw cellular telephones

as a potential help in response time, predicting medical problems and pinpointing emergency sites.

Now, however, rescue personnel are increasingly bothered by calls from persons with frivolous demands, who often are not in true distress, but are just tired. Or there are those who have gone beyond their abilities because they knew they could instantly call for help. We have seen individuals who, despite warnings about their lack of preparedness, go into the wilderness, become fatigued and sore, then plop down and demand that a helicopter perform a hazardous and expensive flight into the mountains to fetch them.

Here in south central Montana, the situation is exacerbated by the affliction I mentioned, known locally as "Beartooth Panic." This syndrome is found in visitors who enter the Beartooth Range and find not the soft mountains of Sierra Club calendars and Disney fantasies, but a stark high plateau, an austere and barren landscape that intensifies fear and isolation. We increasingly find camping gear abandoned, left in haste by its owner, who has fled the wilderness in panic. Those who don't run for the exit dial the Beartooth panic button—911.

The trendy sloganeering about "saving the wilderness" may refer only to a superficial, imagined wilderness—wilderness as a theme park, where if you get too pooped, the shuttle will be around to fetch you. Or if you encounter an angry grizzly, the customer service unit, in matching blazers of forest green, will visit with an apology and rain check.

Some state legislatures, such as those in California and Oregon, are reacting to the abuse of backcountry emergency systems by creating laws to charge for search and rescue. But these new laws have proved difficult to enforce and fees difficult to collect. This is due not only to vagaries in the laws and potential conflict with traditional legal code, but because they fail to address the essential problem. There seems to be an increasing failure in our culture's value system whereby self indulgence is the norm, while self discipline and personal courage are discarded as relics of the past. □

Tom Vines, a writer in Red Lodge, Mont., works with the Carbon County Sheriff's Search and Rescue Team.

The State of Parks

By Gerry Tays

A year ago I embarked on a long-term detail to the Washington State Parks and Recreation Commission that has proven personally as well as professionally enriching beyond my wildest expectations. Frankly, I was not seeking a change from my position as superintendent at Coulee Dam (now Lake Roosevelt) NRA, but when former NPS employee Russ Cahill, then deputy director of Washington State Parks, called me in April and offered me an opportunity to join him and State Parks director (and former NPS employee) Cleve Pinnix, I jumped at the chance.

As one might expect, while there are many similarities between national and state parks, there are also marked differences. Probably the greatest difference at this point is the lack of government support state parks receive. I have had the opportunity, as a part of my principal duties, to speak with state park officials from several states, and universally they are in dire financial straits. Many have closed facilities or entire parks, and more closures are certain to follow as states enact more and more statutes restricting the growth of government and shift the burden to parks to raise their own operating capital. It is not uncommon for state park budgets to receive only 50 percent to 70 percent of their funds from appropriated dollars, the remainder coming from revenues (fees and entrepreneurial activities). As many states have experienced, a poor revenue projection translates directly into a budget shortfall. Many times such budget projections are subject to the whims of nature, as Texas State Parks experienced during the summer of 1996. Amid a devastating drought that lowered the levels of many state park lakes and rivers, anticipated revenues fell off by nearly \$4 million.

Not all entrepreneurial activities are accepted by park visitors. Until recently, most state park systems, not unlike NPS, didn't have the benefit of employees with business backgrounds. Now, many have positions labeled "enterprise coordinators," whose

sole purpose is to bring good business practices to park organizations and assist park management to generate more revenue. Park managers are learning the basics of business planning, marketing and similar revenue generating strategies.

Probably the greatest difference between state and national parks is the very essence of the national parks — the national and international heritage NPS is charged with protecting while making it available for public enjoyment. When one mentions the plight of such places as Yellowstone, Grand Canyon or the Statue of Liberty, few question the obligation to ensure their preservation in perpetuity. Emotions are felt by people who have never and perhaps never will experience firsthand these treasures we call national parks.

Not so in most state parks. Their constituency is generally confined to those who actively partake of these mostly local resources. Consequently, when one threatens to close a national park, the outrage is felt across the land. Closures of state facilities, on the other hand, have been occurring for some time, often without public awareness beyond the local users. The future looks dim for many that hang in the balance, dependent on the generation of more and more revenue.

One of the great parallels between state and national parks is the dedication of personnel who manage, plan, support and operate parks. We all share similar tales of woe, but we also share the spirit that brought us to park management in the first place. In Washington State Parks, where they have lost more than 30 percent of their workforce since the early 1980s, including all permanent park maintenance workers and all but two interpreters systemwide, park rangers perform all the duties required to operate a park, including maintenance, law enforcement, visitor services, administrative functions and community relations. To add to their burdens, Washington and Oregon State Parks joined forces to offer a central campground reservation system last year, and many of the 35 parks that were initial entries into the system didn't even have computers.

Washington State Parks will have to take a sizeable cut in expenditures before the end of the fiscal year (June 30). Included in that cut will be all planned maintenance activities in parks across the state and all equipment purchases. Now you know why state parks, and Washington in particular, are hiring business professionals for their management teams.

When I was offered the opportunity to work with Washington State Parks, I could have worked in the area of risk management. I could also have taken a similar position in either the Seattle or San Francisco NPS office. As it turns out, I have come to learn far more about risk management with state parks than I could have with NPS, primarily because the states view risk management in broader, more encompassing terms. Most states, like Washington, have their own divisions or departments of risk management housed within their departments of general administration. For NPS, risk management is synonymous with health and safety. For the states and the private sector, risk management deals with losses of any sort, not only personal injury to employees and visitor, but losses related to such things as fraud, waste and abuse; public support, which translates into loss of appropriations in some cases; liability, resulting from injury, breach of contract, etc.; cost overruns on design and construction jobs; human rights violations, such as sexual harassment and discriminations; and violations of the Americans With Disabilities Act.

In these days of static (at best) funding for discretionary activities, it behooves us all (state and federal) to do everything in our power to maximize the moneys we have to keep park treasures open and available for public use and enjoyment. □



Gerry Tays currently is on an Intergovernmental Personnel Act assignment with Washington State Parks. He previously was the superintendent at Lake Roosevelt.

To Be, or Not To Be, a Ranger

By Phillip A. Young
Southwest Support Office

Remember when the NPS recruiter came to your college campus and piqued your interest about a career in green-and-gray? Remember that wide and warm smile? *

Even though that was a much more common event previously, I'll bet the majority of us today didn't have the benefit of that experience. Instead we applied for seasonal positions, and after years of seasonal experience we finally got our status positions (often by getting a position at a newly created urban area, or with another agency). However, there are folks amongst us that remember the experience well, and some of them can still be considered on the green, instead of the gray, side of their careers.

As I was looking around at a recent law enforcement refresher I found myself thinking that the average age of our rangers had increased since the first in-service I attended at Lake Mead in the late '70s. Where are the folks who will be the future of the NPS ?

Rangers in Training

Ten years ago (*Ranger*, Summer 1987) I wrote about the Rangers-In-Training (RIT) program at Santa Monica Mountains (SAMO)-the Western Region's centralized Affirmative Action co-op student program designed to bring under-represented groups into the ranger ranks. With the ever increasing need to bring more green into our workforce, I decided to see how the RIT program fared and see how it might be improved for the consideration of any future centralized Intake initiatives.

The SAMO RITs were recruited from southern California college campuses. Their first six-month season was at Santa Monica Mountains, where they were instructed in interpretation, resource management and specialized protection skills training. Some were sent to Santa Rosa to the seasonal law enforcement academy, and

* I'll always remember my first face-to-face with an NPS ranger. It was Fourth of July weekend 1970, Yosemite Valley (during the riot). He had an axe handle in his hand, and fortunately for me, I had a campground receipt in mine.



RANGER WALK: A Yosemite ranger leads a nature walk in Tuolumne Grove, June 1995.

Teresa Ford

received EMS, fire and SAR training. After six months they returned to school, and their second six-month stint was at another park area (such as Yosemite, Sequoia and Grand Canyon). After graduation, they were eligible for placement into a permanent position. Between 1984 and 1986, 22 RITs were recruited into and through this program. By 1987, when the last SAMO group was getting ready for placement, we had lost six participants to graduate school or other career and life choices, but still had 16 with us. Now 10 years later, it looks like we've kept a little over 36 percent of the original RIT participants, and 50 percent of those who finished the program, with at least eight still in green-and-gray at present.

I don't know if these retention rates are equal to your experiences, but when I did a quick (yet unscientific) comparison of the careers of my fellow seasonals who were trying to get permanent status at the same time I was, I note that the retention rates are similar. With both the RIT program and the coming-up-through-the-seasonal-ranks process, we lost many of our co-workers to other agencies and pursuits both before and after they gained permanent status. With Ranger Careers I hope that will change significantly. For instance, many former NPS employees, now with BLM, have told me that they left for a higher grade with BLM. With Ranger Careers I hope we can retain more of our folks. For the future of this outfit, we must.

Most of the SAMO RITs didn't have any experience with the

NPS before their recruitment into the program. During their initial days, during an "Introduction to NPS" session, they were told by a manager that they would be superintendents in five years. A little later some of us explained more realistically the great opportunity of being a RIT, and the exciting prospects they were being afforded as young NPS rangers.

I know that getting them placed into permanent positions wasn't always the easiest task. (One superintendent back then told me, "I don't think I'd want someone that was willing to work at Santa Monica Mountains.") None of the former RITs are superintendents (yet), and like the Service their jobs and responsibilities are broad and varied. The remaining eight RIT graduates have worked multiple jobs in their careers, and some have literally worked from coast-to-coast (and back again) in the past 10 years. Their present positions range from district ranger to interpretive/education specialist to prescribed fire support module supervisor to dispatcher, and everything in between.

As the NPS embarks on additional centralized Intake programs, here are comments from some of the rangers who came through the RIT program:

Cliff Spencer (SAMO '84) is an area ranger at Point Reyes. He gained experiences at Grand Canyon-South Rim (1985), Lake Mead (86-89), Santa Monica Mountains (89-90) and Shenandoah-Central District (90-92). His goal was "to become a park ranger. Now, I'd like to supervise, either as a district ranger in a large park or as a chief ranger in a small to medium area."

Gus Martinez (SAMO '85) is a district ranger at Big Bend. Previously he worked seven years in Yosemite and two years at Point Reyes. He "was fortunate to have as mentors some of the Park Service's finest rangers . . . people from all divisions . . . I am thankful that I work with such skilled and dedicated people and can live in very beautiful areas. My goals then and now are quite simple: To have as much fun as possible and make a positive change for the Service."

Rhonda Brooks (SAMO '86) is a dispatcher at Channel Islands. She worked at Rainbow Bridge National Monument as a generalist type ranger two years and for Glen Canyon NRA as an aides to navigation repairer four and one half years. She had been a VIP and wanted to be a backcountry ranger at Sequoia. Like most of us, goals and priorities change. "Now I want to enjoy work and raise a family," Brooks said. "My future goals are to work in the Marine Division at CHIS and operate boats to and from the Islands."

The above folks all had different RIT/Intake experiences. They were willing to share some of their valuable insights about the questions of how a centralized intake program worked, and how to make it better:

Santa Monica Ranger Intake Class (With Current Positions)	
Rhonda Brooks, Channel Islands	Gus Martinez, Big Bend
Grady Bryant, Yosemite	Marla Rodgers, Bandelier
Gusto Conde, Point Reyes	Lisa Otaki, Petroglyph
Pat Donohue, Lake Mead	Cliff Spencer, Point Reyes

"I've run across a few intakes from other programs and they did not work out for various reasons. Most of the problems were social (and maybe beyond the program's control), but one individual was quite a problem because he was not qualified. This hurts us all and sets the program and its progress back.

"Decide what a successful intake (program) will look like. For example, I was told that we were management trainees, and would be in positions of management in five years. Obviously, that didn't happen. I think the designer of the program should begin with the end in mind. What is it we're trying to accomplish? What is our target audience?"

— Cliff Spencer

"I think one of the biggest criticisms of the program was that we spent a lot of money the first and second year, and then a lot of the students quit and left for other fields or just became dissatisfied with the Park Service. So the perception was that the money was not well spent. I disagree with the conclusion, but understand the perception. I think the program was successful in bringing some good people into the Service and should be used to bring in more good folks.

"I think the best way to make the program better is to work with small groups of five or six, and put them in a three- or four-year program. Beginning with a freshman or sophomore in college. This will give the student trainee a chance to see what it is to work in a National Park. The first two years, just get them into a Park as a seasonal interpreter, or fee collector, or firefighter, etc. Spending the least possible money to get them in. After the second year, if they are still interested, and they cut the mustard, open the program up. Spend the money training them, assist Parks in retaining the students, i.e. provide base salary funding and fte . . . At the end of two years, the commitment would be the same, 120 days to get a permanent job in a National Park unit. I think this would give us more bang for our buck and weed out people who are not quite sure that the Park Service is what they want."

— Gus Martinez

"I think leadership training similar to (or the same as) the Leadership Seminars currently being conducted throughout the Service would be valuable to Intakes. Maybe even some Covey facilitation. I think we'd be preparing intakes to become effective and valuable members of the Service.

"Lastly, the Intakes themselves should be asked what training or orientation they would need to prepare them for success."

— Cliff Spencer

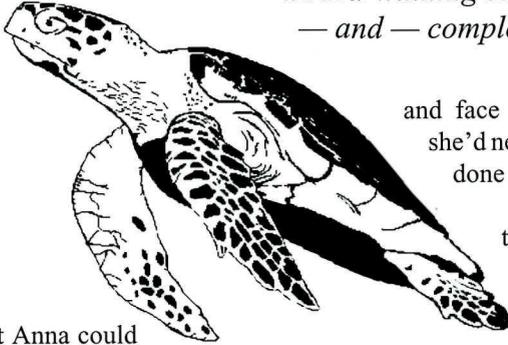
"My only suggestion for the reincarnation of the Intake program is to recruit from the proven ranks of dedicated seasonals."

— Rhonda Brooks
(continued on page 16)

ENDANGERED SPECIES

By Nevada Barr

Was the crash of the drug interdiction plane on an isolated Georgia island an accident — or sabotage? Park ranger Anna Pigeon investigates in Nevada Barr's spectacular new mystery. In the fifth installment of this award-winning series, Anna struggles to untangle one of the most unusual — and — complex puzzles of her career.



From what Anna could see beneath and beyond the wings, the cabin was partially crushed, shards of Plexiglas squeezed out from the metal frames in the cockpit. It looked as if the airplane had cut through the canopy at an angle, left wing pointed toward the earth. When it struck, the force had driven the cabin into the ground, shattering the windows and smashing in the roof.

Fire poured from the lower engine and was taken up by the palmetto. Orange claws curved around the cabin, bubbling the paint and melting the broken windows.

The intensity of the heat and the knowledge that the plane's second fuel tank had yet to explode paralyzed Anna. In her mind, as it had a year ago below Banyon Ridge, the fire mushroomed out from the trees in a storm of destruction. Terror roared through her insides, wiping her clean of morality, ethics, courage, and thought. Dropping the Pulaski, she turned to run.

Rick had come up behind her. Blindly, she smacked into him and lost her balance.

"Watch where you're going," he growled, knocking her unceremoniously back onto her feet.

The jolt snatched her back from the coniferous of northern California and the nightmare that only nine of them had survived. Breath was coming fast and her knees were shaking so bad she couldn't move, but the cowardly retreat had been aborted; honor

and face were intact. Though she'd never tell him, Rick had done her a great service.

Fighting to retain her equilibrium, she retrieved her Pulaski. "Okay, okay," she said, as

much to herself as to him. Somebody needed to take charge but Anna still had the shakes. She'd locked her knees but her insides twanged like cheap guitar strings. It was all she could do to tie one thought to another.

"Piss pump to the passenger side. The right," Rick said, filling the void. "Maybe somebody's alive. The fire's circling back through the brush. You take it."

Relieved, Anna nodded but didn't move. "Cut the fuels away before the fire gets to the plane," Rick spelled out for her, and gave her the shove she needed. Her first steps were stumbling, her legs still wanting to run. Movement burned away the residual fear and she began to function.

Lest panic again blindside her, Anna attacked the flames with a fury that, once the adrenaline subsided, would leave her with a strained back and a hyperextended elbow. Sweat fell like salt rain to turn to vapor on the superheated ground. Escaping from her hard hat, tendrils of hair singed and curled.

Ignited by the explosion, fire had burned out from the downed aircraft, cutting an angry swathe through the palmetto. Like a ravening beast, appetite unslaked. It doubled back from the point of origin and ran greedily toward the unburned tail of the aircraft.

In a dead-heat race with the flames, Anna chopped line, clearing to bare soil a path a yard and a half wide between the burn and the plane.

In the cabin were the dead or the dying. She suppressed that knowledge in her need to complete the physical task at hand. Dimly, she was aware of paint crackling, the groan of metal shifting and the snap of rubber and plastics, but her world had narrowed to the one tentacle of the dragon she had been sent to hack off. The writhing of the rest could be dealt with later.

The thicket wasn't more than fifteen feet wide at the point where the plane had nosed in. Unless the shrubs ignited the live oaks, the fire would slow to a creep when it hit the duff beyond the underbrush. It wasn't long before Anna succeeded in separating the plane from the fire. With her primary task accomplished, the scope of her world opened somewhat and she turned back to the mangled aircraft.

On the passenger side of the inverted fuselage, Rick stood in the angle where the wing stub met the cabin, squirting water on the metal. Not six inches from his fanny was a fuel tank, the only one remaining attached to the main part of the wreckage that had yet to explode.

A thin line of smoke, rising straight up in the still air caught Anna's eye. Beneath the duff, creeping almost unseen, fire from the palmetto was crawling through the leaf litter toward the fuel tank. Anna abandoned the secured left flank of the plane and, in a controlled frenzy of hoeing, began clearing away burning debris. Acrid smoke was sucked through the bandanna tied across the lower half of her face. Mucus ran from her nose and she breathed as sparingly as exertion would allow.

A shovel appeared in her peripheral vision. Dijon and Al had arrived. Dijon joined Anna and began throwing dirt on the trail of

Marooned on Cumberland Island National Seashore off the coast of Georgia, Anna finds time weighing heavily while she waits out a 21-day assignment on fire detail. When a plane crash in the inland palmetto thickets calls her and the other members of the fire crew to action, the flames are quickly extinguished. But suspicions smolder over the cause of the accident, which killed both the pilot and his passenger, Cumberland's lone law enforcement ranger. The tightly knit island society begins to seethe with hushed accusations. As tensions escalate, Anna and her crew find themselves pressed into service.

Though the "experts" are called in to evaluate the crash, Anna can't let the investigation rest solely in their hands. Her inquiry causes her to stumble into shady dealings that question the integrity — and honor — of her own crew. Like most national parks and seashores, Cumberland Island boasts its share of treasures: endangered loggerhead turtles, hunted illegally for their valuable shells and delicate eggs; rich beachfront property; fertile marshland and shrimping waters — and a particular source of wealth of which the Park Service is unaware. Yet the island has no fences or alarm systems to guard its cherished goods, only the eyes and ears of a handful of determined rangers. Will protecting the island come at a price even Anna is unwilling to pay?

flame, broken free of the litter now and snaking toward the wing. Al manned a second piss pump, aiming his stream onto the metal cowling of the engine itself. Guy Marshall must have arrived at roughly the same time as the other two. When Anna looked past Al, he was there, Pulaski in hand.

It was good to be among friends.

Through the bite of the smoke Anna became aware of the odor of gasoline. At that moment she heard Guy shouting "Fall Back! Fall back!"

Fire had circled around Dijon and met up with a trickle of high octane fuel soaking through the mat of needles of leaves that had yet to be scraped away. Flame burned narrow and high with the intensity of a lit fuse.

"Fall back!" Guy shouted again.

Dijon threw a spadeful of dirt at the back of Rick's legs to get his attention. "Back," he and Anna yelled in unison; then they turned and ran. □



Nevada Barr, a former National Park Service ranger, resides in Clinton, Miss. She has worked as a park ranger at Natchez Trace Parkway, Mesa Verde, Isle Royale and Guadalupe Mountains. Her four previous Anna Pigeon mysteries are "Firestorm," "A Superior Death," "Ill Wind," and "Track of the Cat."

Recently she won the Prix du Roman d'Aventure, the major crime novel award in France, for "Firestorm." She is scheduled to accept the prize in mid-June in Paris. Her next book, scheduled for release in Spring 1998, is set at Carlsbad Caverns. Currently she is researching a novel with an Ellis Island setting.

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ANPR ACTIONS

Alcatraz

ANPR President Deanne Adams sent this letter to then NPS Director Roger Kennedy on March 3. It addressed ANPR's concern about the Servicewide use of volunteers, concessioners, cooperating associations and contractors to perform jobs traditionally held by rangers (such as recently done at Alcatraz):

"As an organization comprised of 1,500 rangers and other employees, we're concerned about growing attempts Servicewide to use volunteers, concessioners, cooperating associations and contractors in jobs traditionally held by professional rangers. The Association does not get involved with individual park issues, nor do we act as an agent or representative for park employees. We do, however, express our concern on issues which are examples of larger trends or problems within the Service. The Alcatraz proposal to use cooperating associations to perform key interpretive work for the NPS is a significant trend-setting action.

We understand the budgetary constraints facing park managers as they look for creative ways to meet park needs and fully support the excellent work done by association employees and volunteers in helping to support NPS goals. However, we believe using non-NPS employees to perform core NPS work (i.e., interpretation) is in the long run detrimental for the Service, the public and the natural and cultural heritage we're charged with protecting. We have three major areas of concern:

I. As professionals, rangers are trained and certified in key competencies of their discipline and are expected to educate the public about their national heritage. Non-NPS employees lack this training and certification. As a result, they do not have the tools our agency has identified to provide the services the public expects.

II. The uniformed ranger is a public servant, accountable to the American citizenry and Congress. When non-NPS employees are used to perform core NPS functions, the public loses the direct accountability of a federal employee.

III. As the uniformed ranger is replaced, the non-NPS employee is not expected to perform the same duties such as search and rescue, medical response, resource education and protection, etcetera. The NPS runs the risk of reduced protection of resources and visitors and the loss of community support as rangers are no longer visible or available.

Visitors trust the park ranger in uniform and their tradition of providing accurate and unbiased in-depth information and interpretation, assistance in emergencies, and protection of a valued national heritage. In many areas the NPS is in danger of becoming unrecognizable as an agency because of loss of rangers and uniformed employees. One can often spend an entire day in some park areas without seeing a single uniformed employee. We believe that absence has taken away an entire dimension of the park experience for a generation of visitors.

We urge the managers of the National Park Service, including Alcatraz, to re-examine the core values and traditions of the NPS that the visitor has come to expect on a park visit. Let us explore other ways to meet key visitor desires, such as using existing authority to charge for specialized interpretation, instead of substituting with non-NPS staff."



Finnerty Responds

ANPR President Deanne Adams received the following letter April 4 from Associate Director Park Operations and Education Maureen Finnerty:

"Golden Gate National Recreation Area's proposal to use their cooperating association to offer additional interpretive programming has created a lively discussion throughout the Service. I do not view the Alcatraz proposal as reflective of a negative trend. In fact, I feel that management at Golden Gate is to be commended for looking at ways to extend service to the public with the staffing and funding constraints facing the park.

"Golden Gate's efforts to offer additional services through the use of their cooperating association is within existing policy and guidelines. As a result of the recent restructuring of the Service, many local decisions are being made by superintendents to solve their staffing needs in creative ways. In the process of solving these staffing needs the superintendents are still responsible for maintaining high standards of quality and delivery. When interpretive services are delivered by others it is critical to ensure that high quality standards are maintained. Golden Gate has built both quality control and program evaluation into the Alcatraz evening program.

"Throughout the Service, there is a long history of extending limited resources through the use of volunteers, concessioners and cooperating associations. These partners share the National Park Service commitment to providing good customer service. The current national funding picture and the need to reduce the national debt require that we look at the work we do in a variety of ways.

The use of these organizations to help serve our visitors should not be seen as diminishing in any way the fine tradition of the rangers in the National Park Service. As long as there is a National Park Service there will be park rangers performing the critical duties inherent in managing parks.

As ANPR is aware, Ranger Careers brought with it a new set of expectations for the work of park rangers. Fuller use of partnerships can help create the opportunities for our rangers to develop and use the higher order skills now required to reach the journeyman, or allow park superintendents to deploy uniformed rangers in ways that enhance their visibility to our various publics.

"Thank you for taking the time to bring these issues to my attention. We are all interested in maintaining the finest traditions of the Service."

Housing Policy

ANPR was invited to review the NPS Draft Revised Housing Policy. On March 12 ANPR President Deanne Adams wrote to the Director with our comments. Excerpts from the lengthy letter are printed below. Any members interested in receiving a full-text copy of the ANPR letter may contact Heather Whitman, secretary.

“We are pleased to have the opportunity to comment on the National Park Service’s Draft Revised Housing Policy. Housing issues for the NPS have always been of significant interest to members of the Association of National Park Rangers (ANPR). That is why we worked with Senator Malcolm Wallop to have housing legislation introduced several years ago; why we have provided congressional testimony at our expense over the past several years on various related bills; and why we championed housing legislation that passed last year. While Public Law 104-333, directing the housing policy review, does not address all the issues of previous bills, we believe that it provides the NPS with an opportunity to improve NPS housing.

“Prior to the first meeting of the Housing Task Group, ANPR was asked to provide input for the group to consider. We provided several points and offered to elaborate or assist in any way to help the task group in achieving its goal. It was our understanding that the approach that the task force was undertaking was to develop a program which would ultimately improve NPS housing, as stated in the legislation.”

The legislation stated several purposes, yet the Draft Revised Housing Policy seemed to focus on only one of those: eliminating unnecessary government housing and locating such housing as is required in a manner such that primary resource values are not impaired. The policy “... does little to address the purpose of improving housing, or other purposes. It appears more to reflect maintenance and administrative concerns than housing concerns.”

“Isolation: The draft definition of 60 miles or 60 minutes is high. While we have employees in urban areas who are commuting that amount of time or distance, that should not be an acceptable goal. Having housing available within 30 miles or 30

minutes would be more reasonable, and should be considered a maximum.

“Proposed policy rationale: In reading this section, it appears clear that the task group began with the assumption that there was an excess of park housing and that ‘the revised policy is to help the park *eliminate* housing...’. We believe the task group made an assumption that was not based on thorough research of the current housing situation.

“We suggest that several key points be reviewed and understood before a revised housing policy is issued. These include:

- ▶ The true cost of park housing: Factors that need to be considered are more complex than the simple formula of rent vs. maintenance cost. These should include, for example, the benefit of protection of the resource, reduced need for 24 hour coverage, and relocation costs. All of these issues mean dollars. They should be considered so that we identify the true cost of reducing or eliminating park housing.

- ▶ Recruitment, and the role housing plays in the Service’s position management program: The last sentence of the 3rd paragraph states, “. . . instill the shift to mission-based rather than employee benefit-based housing decisions”. It is our opinion that the NPS housing program has always been mission-based, with NPS employees living in park housing supporting this mission through rental charges.

- ▶ Excess vs. insufficient housing: We believe an accurate assessment needs to be made. We also feel that in certain areas additional housing may be needed to support the NPS mission in those parks.

- ▶ Condition of Housing. The policy should include a statement about the standard to which the NPS will maintain its housing inventory.

“Level of proposed policy: The preliminary language in this section is worded in a negative tone, e.g. “the policy of the Service is to provide only the minimum number of housing units necessary to support the mission of the Service,” and sends the wrong message. The policy statement should serve as the foundation for future policy and guidelines. It should show our commitment to park housing where park housing is appropriate to meet the needs of the Service. One

suggestion for such a statement is:

It is the policy of the National Park Service to provide decent, safe and sanitary housing in those units of the National Park System in which park housing will benefit the Service.

“In conclusion, we applaud these initial efforts of the task group in identifying so many of the issues facing the NPS housing program. We feel that this Draft Revised Housing Policy is a start in the direction of improving NPS housing. However, much work needs to be done to develop a statement which is based on the true needs of the Service, is fiscally sound, and overall supports the ability of the NPS to meet its mission. □



Join park supporters in Costa Rica — this September!

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

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

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

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

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

The Future of the National Park System: Needs, Requirements and Innovations into the 21st Century

(This is the full written statement by ANPR President Deanne Adams before the Senate Subcommittee on National Parks, Historic Preservation and Recreation on March 13, 1997. Her verbal testimony, which was shorter, was published earlier in the National Park Service's *Electric Courier*).

Thank you, Mr. Chairman. My name is Deanne Adams. I am president of the Association of National Park Rangers (ANPR) and a National Park Service employee. I am appearing before you today on behalf of the Association, and am doing so on my own time and at my own expense. My statement should in no way be construed as representing the National Park Service.

Thank you for this opportunity to speak to the Subcommittee today about the National Park System and "where we should go from here" as we move into the 21st Century. This is indeed an important question for the national parks and for the American people. I am pleased to be here today to share with you the perspectives of the Association of National Park Rangers.

The Association of National Park Rangers, formed 20 years ago in 1977, is a professional organization comprised of approximately 1,500 National Park Service rangers and other employees from all regions, salary grades and specialties. ANPR is neither a union nor a bargaining unit, but rather is a volunteer association formed to advance the ranger profession and support the perpetuation of the National Park System and the National Park Service.

In the past, ANPR has testified at the pleasure of this Subcommittee and other Congressional committees on a wide variety of issues and legislation, such as park housing, the protection of park resources, threats to the national parks and the crisis on America's public lands, employee issues, and other topics important to Congress and our Association. I will not, however, go over these past issues today, since we are on record with our views on these and other topics.

I and most members of the Association work daily in parks or on park issues. We see and feel the problems, opportunities, and successes of the agency. While it is true that we have a park system to be proud of, and continue to hold the support of the American and world public, the many challenges facing the agency as it moves into the 21st Century make this hearing one of particular importance.

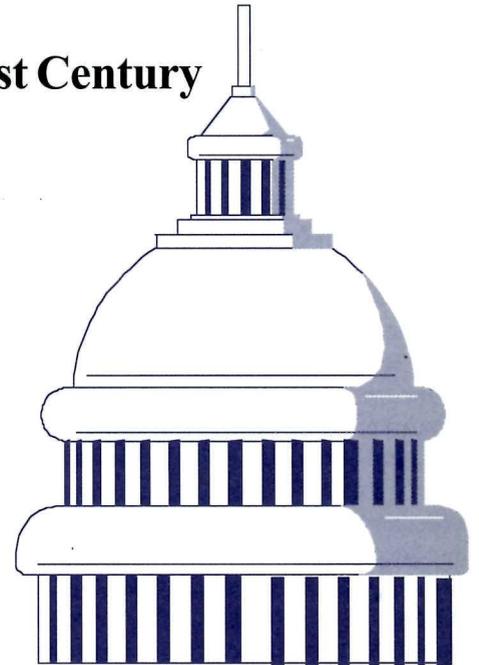
Mr. Chairman, you asked that we take a broad focus on future needs in our testimony. I would like to briefly outline our perspectives on the future of the NPS, based on the shared expertise and experiences of our members. I will address six primary areas of emphasis for the NPS over the next 20 years. These areas address systemwide issues but rest on a firm foundation of strong professional employees. Employee issues are addressed and assumed in each of these emphasis areas.

One: Resource Protection

The primary purpose of the National Park Service is to protect and preserve park resources for this and future generations. The challenges of this task are enormous. Although threats against park resources are numerous and varied, they are often not immediately evident, a fact that makes them even more harmful. Our ability to meet our basic mission requirement of protecting parks must not be compromised. That mandate states that we must leave park areas "unimpaired" for future generations. Another word often used is "in perpetuity." If we allow even minor losses on a regular basis, we stand to lose much more in the long run. What will our parks look like in 100 years? 1,000 years?

Our ability to understand, through research and professional resources management, the long-term processes of natural and human-caused change, while at the same time acting decisively to prevent immediate unintentional or criminal destruction, must be maintained and strengthened if we are to fulfill this basic mandate.

At present, and into the 21st century, we will be faced with numerous resource protection problems. Among these are poach-



ing of endangered or rare flora and fauna; paleontological and archeological destruction and theft; encroachments of people and the accouterments of lifestyles; environmental crimes; incompatible recreational technologies and visitor uses; impacts to scenic and historic landscapes; preserving museum collections; and numerous other problems.

The parks of the 21st century will not be immune from these. The continuing development of a professionally trained and appropriately paid workforce, working with other like-professionals in the public, private and educational sectors, is key to being consistent with the park service's preservation mandate.

Two: Ownership

The people of the United States, through their federal government and elected representatives, should continue to be the primary owners and operators of the parks of the future. The interest shown here today by this subcommittee and by Congress should continue, with vocal support from our political leadership in both parties for national parks and the park idea. It is an idea that binds and that heals.

As written by an ANPR member in a recent issue of our publication, *Ranger*, "the National Park System is an inheritance that we hold in trust for our children, that national parks are one of the things that a truly great nation does. If the Smithsonian has

been called the nation's attic, the National Park System is the nation's homestead. More than just property, more than just an attraction, the System is a collection of pieces of property that we can afford to own and we would never want to part with, because collectively, they made us what we are. It would be truly ironic if the United States — the richest, most powerful nation in the history of the world, the nation which created the first national park in the world — became the first to dismember a National Park System because it decided that it couldn't afford it.”*

Public funding should continue to provide the primary operational dollars that support the parks and park service. This fact should be proudly articulated to the American and World public at all appropriate times and by all appropriate means. It is not shameful or wrong for tax dollars to be used for parks.

The recent experiment in privatization by Parks Canada and some of the Canadian provincial parks has destroyed employee morale and encouraged parks to be seen as simply another commodity to be marketed by private interests.

Public parks with public dollars is a program that the American people can and do support. It should continue to be a symbol of national pride.

With this operational support and ownership of the parks by the public, activities and programs supported by the private sector that promote the enjoyment and protection of park areas can be critical and should be encouraged. The growing friendships and support from private non-profit groups and large corporations should continue to be sought, and be a part of the 21st century parks.

Service-wide programs — such as DOW Chemical's long-time program of recycling in national parks, and Canon Corporation's recent focused grants — help bring the public and private sector together. Such actions can help promote and sell the park idea to the American public.

Three: Professional Leadership

The National Park Service must continue

* Mike Hill, superintendent of Petersburg National Battlefield, from "Caught in the Crossfire," *Ranger*, Spring 1996.

to promote a cadre of highly trained and effective leaders to always be available throughout the organization. It needs to address this issue through a coherent, comprehensive system of academic and on-the-job management training to help ensure the maintenance of this leadership pool.

At all levels, effective management requires professional employees with a career-long buy-in to the park mandate. In an era of downsizing, hiring the people necessary to do the work is increasingly difficult. Privatizing the system by contracting out the core work of the agency is not the answer. We need to train, certify, and pay our employees to do the work needed to maintain a world class agency.

At the directorate level, the National Park Service has been fortunate in having many professional and successful Directors. The person entering the NPS as a new ranger or other employee tomorrow morning — our sons and our daughters — should be able to aspire to be National Park Service Director 25 or 30 years from now, with a high probability of achieving it based on merit. Legislation passed last Congress requiring Senate confirmation of a professional park manager as Director has gone a long way to help assure this. The future NPS should be one that encourages and seeks out for high management positions its most qualified and professional leaders from within its ranks.

Four: National Significance

The new parks of the next century need to be established based on clear criteria of "national significance" before they are added to the National Park System. The danger of not applying such criteria is the proliferation of new areas of less than national significance, and the impact of such areas on the integrity of the System.

This integrity is compromised with every addition of a "park barrel" site, every thinly-disguised urban renewal project, every local booster's pet park proposal. The trend of the past several years to attempt to add revitalization projects in both rural and urban areas around the country is disturbing. We are not dismissing the acute needs of the nation's urban and rural areas, where the NPS may have some role to play, but we do question attempts to use the National Park Service as an economic development agency.

The park system of the 21st century will

continue to expand. People will continue to see the necessity for preserving elements and examples of their rich cultural, historical, and natural history. In this sense, there will never be a finish to the creation of a national park system.

As was written in the publication, "National Parks for the 21st Century: The Vail Agenda", the national park system represents "a unique collection of national heritage, a benchmark of who we are. . . Our history is still unfolding: new contributions to the national experience are emerging. Our landscape is changing, rapidly; once-common scenes and resources will inevitably become worthy of preservation. Hence, the system must continue to grow, or eventually lose its relevance as a record of our people and environment."

Many of the events that most of us in this room lived through during the 1960s and 70s and 80s will someday be seen by future Americans as worthy of national commemoration and historical recognition. For instance, how will the brinkmanship of the Cuban Missile Crisis of 1961 be remembered? Will the rich literary history of this country continue to be commemorated, similar to the Carl Sandburg Home?

As in the past, the first steps towards the creation of most new park areas of the future will be made by local and other groups that see a value and worth in their community — a story of historical or natural significance that should be shared with a wider owner. The NPS of the future should, however, be the agency seen as the first expert on the need for national recognition of new areas, the agency working with those interest groups with advice and professional studies, and the agency whose recommendations are respected and considered as key in determining national significance. Congressional legislation may or may not be needed to help accomplish this goal.

By whatever means, the NPS of the future should be an agency that is called upon by Congress, not to simply explain the new Fiscal Year request for money, but an agency sought for its broad expertise in parks, recreation, and environmental management.

The NPS of the future must be seen as the primary expert on making recommendations to Congress on such questions of national significance, and on the establishment of new national park areas.

Five: Visitation

The first NPS director, Stephen Mather, and his assistant Horace Albright, understood the importance of increasing the public's knowledge of parks through visitation. This expansion of a constituency through tourism promotion was, and remains, one of the best defenses of park resources. Today, however, visitation every year to the parks nearly equals the total population of the United States. Such use is having dynamic impacts on park resources. Mechanisms for determining carrying capacities and controlling access in some instances must be developed.

Changing demographics will have an impact on park visitation. An ageing generation will have differing use patterns of the parks. Growing populations of diverse and culturally rich ethnic groups will see parks in a different light and have different expectations in the generations to come. The NPS of the future must grow with and learn from these expectations. It must be a system that celebrates and reflects this diversity.

Six: International Leadership

In 1995, a first-ever meeting of the newlyformed *International Ranger Federation* brought together over 20 member countries in Zakopane, Poland to discuss the shared problems and techniques for managing parks throughout the world.

For example, ranger Daniel Onsembe of Kenya spoke of park wildlife protection in Africa, where a patrol to prevent on-going elephant poaching was considered "successful" because only two rangers were killed by poachers! In some Latin American countries, rangers often work for little or no pay, protecting important world natural and cultural resources from similar threats. While in England and Scotland, rangers work in providing park experiences through means other than fee ownership of lands, developing in the process valuable examples of partnership management.

There are people risking their lives, and governments taking stands to help protect world parks and resources. In this international park arena, the role of the U.S. Na-

tional Park Service, as the originator of the park idea, must be continued. Our international efforts at providing professional planning, scientific, and management expertise to other countries must expand. The U.S. NPS of the 21st century should continue to play a critical leadership role in world environmental and park educational programs.

Conclusion

Mr. Chairman, these are six core areas where we believe the Congresses and administrations of the future need to focus much of their energies. The National Park Service and System of the 21st Century should continue to represent some of the best that America offers to its citizens and the world.

That concludes my comments. Thank you again for this opportunity to appear before the Committee. Please let us know how we can be of further assistance on any of these issues. I would be pleased to answer any questions the Committee might have. □



ROAD MAP *for my heirs*

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

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

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

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

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

Make check payable to ANPR.

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

Ranger Intake Program *(continued from page 9)*

As I look back at some of the seasonals I was privileged to know and work with as a temporary, I see superintendents, chief rangers, chiefs of education and interpretation, supervisory rangers and even a central office employee or two (including myself). I am proud of that group and this entire outfit; both where we've been and where we are going.

I know that the NPS has had a couple of centralized Intake programs recently. One group was more of an upward mobility professionalization program (employees already with NPS), and one brought folks from inside and outside the service into the professional ranks. Regional Director John Cook recently noted that even during reorganization in the past year we have been able to bring about 400 professionals into our ranks from outside the NPS.

For years we will need to be in the process of putting together Intake programs. From my experiences, and from what I have heard, I think future Intake programs need to be honest, with realistic and achievable goals.

We need to blend our type of recruitment. There is certainly a need for the recruiting of high school and college students (without prior NPS experiences) into our entry level job program and seasonal positions. For some of the more experienced seasonals, that continue to demonstrate their unending desire to continue the works of the long green-and-gray line, we again will have need for the '77 type Intake programs. We need to train the people and make them an integral part of the Service. The sooner we do this the sooner we will be helping to make the NPS better and stronger well into the 21st century.

I recently met some rangers as they started their basic FLETC course. Based on this, I feel our future is in pretty good hands. Thanks to the long line of dedicated green-and-gray professionals, like the SAMO RITs and the new Intakes, we will continue our mission of conservation through education, protection and stewardship. □

Phillip A. Young is a special agent for the NPS in the Southwest Support Office.

The NPS Role in The American Legacy of Nature



BISON: In Yellowstone National Park

By Ed Zahniser
Harpers Ferry Center

Americans have a history of underlying sympathy for and concern with taking care of their once vast legacy of federal public domain lands to which a very narrowly construed “progress” has shown little mercy. Both the National Park System and the National Park Service result from this concern. Both subsequently also have been “passed over” by that concern, however. The loss to the NPS is fully recoverable. In fact, the loss and its potential recovery represent a great present opportunity to build both new partners and constituents and a more solid base of adequate funding.

The Yosemite cession to the State of California in 1864 marked a national redemptive act. The preservation for public ennoblement of scenic natural beauty meant to redeem, however symbolically, the terror of Civil War then in process. That act of intended preservation meant also specifically to redeem the loss of Niagara Falls to crass commercialization. President Abraham Lincoln, who signed the cession, was thoroughly conversant with the aesthetic of sublimity. He had even written about it in regard to Niagara Falls in 1848.

The Yosemite cession was an experiment in state administration of the American legacy of natural scenic landscapes. The

failure of the cession to the State of California — the federal government would take it back as a national park in 1890 — to protect Yosemite simply underscored the initial success of the world’s first national park at Yellowstone. Indeed, at Yellowstone, there was no state to which to cede the land. Yellowstone lay within territorial bounds in 1872.

Establishment of Yellowstone as a national park combined this American legacy of concern for the public domain with a new and rapidly growing concern — not expressed directly in the legislation — for vanishing wildlife. The northern Rockies area of the public domain had not yet felt significant Euro-American settlement or exploitation pressures in the early 1870s. It therefore also represented a de facto protective area for wildlife. Contemporary public concern for wildlife shows in the rise of national-circulation magazines about wildlife sports — with heavy editorial advocacy of sporting ethics — in the early 1870s. That Congress felt such concern as public pressure during the Yellowstone debate is well documented.

As the 19th century drew to a close, the frontier also was perceived as closing. (The Frontier Thesis is now being roundly revised, but it was a historically influential perception.) This sense of loss of the frontier

only renewed public impetus to protect samples of the original public domain. One result was the Forest Reserves Act of 1891 that John Muir and Robert Underwood Johnson advocated. The act created true reserves that were not open to logging or mining. Forest reserves were seen as needed also to protect watershed values and to prevent the destructive fires and flooding in the aftermath of destructive logging practices.

The national parks movement acquired new impetus when the decision was made to make the former forest reserves national forests whose mandate was to supply the nation with fiber, forage, and mineral resources. National forests simply did not provide the protection that American concern for its public domain lands had envisioned.

That national parks should run counter to this tradition of concern was implicit in the Yosemite and Yellowstone set-asides. Congress simply did not know what such parks, whether state or national, were to be about. Nor did Congress want to pay to run them. One result was that visitation patterns for parklands naturally defined themselves through popular touristic concerns rather than conscious resource protection or preservation concerns.

When the directorate of the new National Park Service in 1917 immediately allied itself with tourism to build a constituency for the parks, confrontation with the public’s underlying concern for its public domain legacy was assured. Was the penetration by industrial tourism — increasingly the personal automotive vehicle and the new levels of other services it both made possible and demanded — of more and more formerly primitive places “progress?” Throughout society over time has been the definition of progress itself. Would it not be more truly progressive to leave such samples of the original America primitive and wild?

Driven by these concerns for the public domain and its relation to our ideas of progress the American people sought and achieved, through their representatives in Congress, passage of the Wilderness and Wild and Scenic Rivers acts in the early 1960s. The immediate originating motivation for wilderness legislation was the rap-

icious post-World War II exploitation of national forest primitive areas. However, early and intense opposition from the National Park Service helped broaden the focus to include NPS and also national wildlife refuge lands in the mandated wilderness review process. The Wild and Scenic Rivers Act specified public concern to protect at least the main arteries of the former public domain watersheds, as well as seeking to assure all Americans safe access to a range of water resources.

The persistent American concern for its public domain legacy can be traced through this serial creation of forest reserves, national forests, national parklands, designated wilderness areas and wild and scenic rivers. As forest (and then park and wildlife refuge) designations defaulted on the underlying public concern, wilderness and wild and scenic river designations were won.

Through aggressive, outspoken, and forward-thinking wilderness and wild and scenic rivers management, the National Park Service could take the high ground in satisfying America's persistent desire to protect the wildlands remnant of its public domain legacy. Scrutiny of the NPS Organic Act mission statement shows that the mandates of the Wilderness and Wild and Scenic Rivers acts work to buttress the founding National Park Service mandate. The NPS does not have a dual mission — that is merely a historical behavioral bias cemented by the Mission 66 initiative. The NPS has an explicit single purpose that expresses a permanent future-asset valuation in perpetuity.

By choosing to ally itself with the best and brightest of preservation-oriented wildlands policy, the NPS would co-opt the mainstream of American concern for the very resources the agency is committed to manage. By also coupling that wildlands policy alliance with dynamic assertion of its international treaty responsibilities — for Biosphere Reserves and World Heritage Sites — the NPS can further position itself as the lead federal agency for vouchsafing the American legacy of nature. □

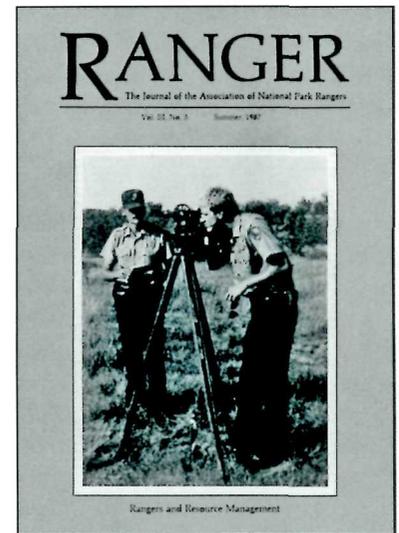
Ed Zahniser works with the Publications Division at Harpers Ferry Center.

Ten Years Ago in *Ranger*

Rangers and Resource Management was the cover focus of the Summer 1987 issue of *Ranger*. **Dick Cunningham**, Western Regional Office, wrote that “proper management of park resources is often dictated as much by local realities as it is by policy.” His article dealt with data illustrating “the wide range of interpretive activities and media that are being used to communicate resource management programs to the public.” Other articles by **Nora Mitchell**, North Atlantic Regional Office, and **Paul Fodor**, Sequoia Kings-Canyon, wrote about “A Team Approach to Resource Management,” and “Resource Management as a Patrol Function,” respectively.

Some letter writers were **Dave Montabano** of FLETC, who wrote that **Bill Blake's** “contention that any series other than GS-025 will adversely affect the park ranger is in my opinion inaccurate;” and **Larry Belli** of Glen Canyon, who also wrote on 025 comparability studies and the lack of discussion on “career ladders.”

Other articles included one by **Phil Young** on the Santa Monica “Rangers-In-Training (RITS) program initiation in 1984 (see follow-up article by Young on page 8 of this issue); and an update on the upcoming Rendezvous XI to be held in October at Gorge's



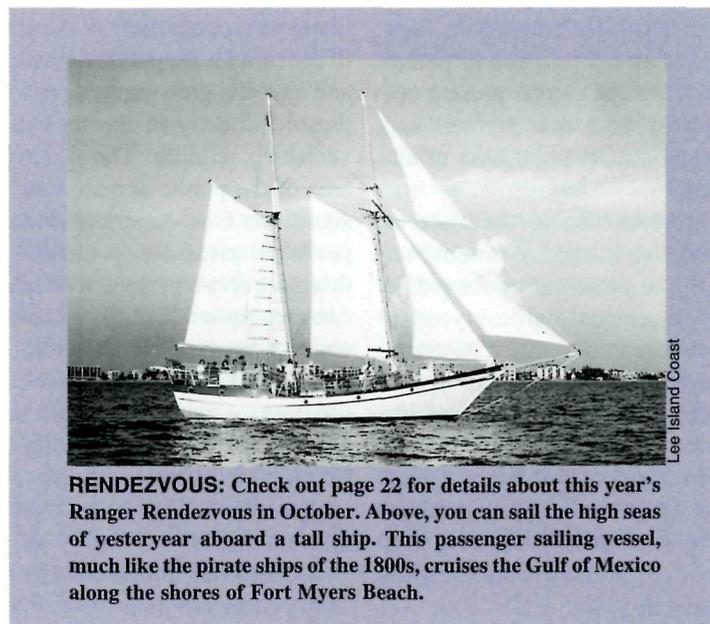
Ranger, Summer 1987

Mountain View Resort in New Jersey.

Finally, President **Jim Tuck** wrote that the “last few months have been particularly sad and reflective as we have lost well-known . . . members of the Park Service family. **Horace Albright** gave us all a lesson in humility with his application for ANPR membership: “I don't think I'm eligible for membership as a ranger; for I have never been a ranger.”

Don't worry, sir. □

— Tony Sisto



RENDEZVOUS: Check out page 22 for details about this year's Ranger Rendezvous in October. Above, you can sail the high seas of yesteryear aboard a tall ship. This passenger sailing vessel, much like the pirate ships of the 1800s, cruises the Gulf of Mexico along the shores of Fort Myers Beach.

Are You Wired? ANPR and the Internet



Over the past couple of years, ANPR has been encouraging the use of the Internet by members for communication on Association issues. Of course, this is only one of the benefits from signing up for Internet service.

Jeannine McElveen has spent the past few years coordinating the building of a listing of ANPR members who have Internet addresses (outside of NPS cc:Mail, which is for official government use only).

Below is the list of current members who have shared their address with Jeannine. Are you there? If not, consider sending your address to Jeannine at Jmc004@aol.com.

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ANPR Reports

Retirement Task Group

Savings Bonds — Good or Bad Investments?

More than 55 million Americans collectively own \$186 billion in savings bonds commonly available through banks and payroll saving plans. The smallest denomination of a Series EE bond sells for just \$25; even people with modest means can buy them. Not long ago this paper yielded 85 percent of the five-year Treasury note rate. Then the government lowered interest to 85 percent of the six-month bill rate. So instead of getting 5.4 percent for their money, buyers received around 4.25 percent.

In recent years U.S. savings bonds have had a hard time competing with stock mutual funds offering double-digit returns. With this competition, sales declined from \$17.5 billion in fiscal 1993 to \$6 billion last year. Due to the market's recent gyrations, (and maybe feeling a little guilty) the government is hoping to win back conservative savers by improving the return on the venerable bonds and by pointedly reminding Americans - "principal and interest are backed by the full faith and credit of the United States."

Effective May 2, 1997, EE bonds began earning an annual interest of 90 percent of the five-year note average, which normally is higher than the six-month bill average. *Terms on bonds already purchased remain unchanged.* At the present rates, this is an annual return of 5.68 percent. Using the rule

of 72, 5.68 divided into 72 equals 12.67 in years to take bonds to maturity, or for them to double in value.

Series EE bonds will continue to be sold at half their face value. How long they take to reach face value depends on the interest rate, which changes semiannually. But don't worry if interest rates go down (which is more likely than not), the Treasury guarantees that the bonds will reach face value within 17 years. That's a guaranteed rate of a whopping 4.25 percent. Also, under the new system, a three-month interest penalty will be assessed on bonds redeemed less than five years after purchase. But in a wonderful gesture of generosity, interest will now accrue monthly instead of every six months.

A quote out of March 1997 issue of *Forbes* magazine stated: "An administration that purports to be the champion of the nonrich is shamelessly taking advantage of folks of average means, the principal buyers of these instruments (EE Bonds)."

I'm sorry folks, the only redeeming feature of these savings investments, as I see it, is the ease at which they can be purchased - through the payroll deduction plan, which requires little discipline on the investors part. A money market mutual fund or a CD is a better investment. You can accomplish the same goal through payroll deduction, but instead of EE Bonds, really put your money to work with a good, no load, growth mutual fund. Check it out with your payroll office.

— Frank Betts
Retired

Business Manager

The new dues structure went into effect last fall. As is common with the introduction of all new systems, there has been some confusion.

For those of you responding to your membership renewal using the new dues rates, you have probably escaped the change intact. A problem develops when new and renewing members use the old form and rates. It became necessary to use some creativity to deal with the situation. With the approval of ANPR President Deanne Adams, I've developed the following to determine fair and equitable expiration dates.

Members who were sent renewal forms prior to the new rate approval were honored for a full year at the previous rates. Memberships received in the first three months of 1997 were given an expiration date of December 1997. This provides membership through the calendar year without the confusion of returning or collecting additional dues.

Beginning in April, seasonal members are prorated 10 months of membership or 80 percent (\$20 of \$25 dues) of a full year. Permanent members are assumed to be members at the GS-9 level and membership is prorated 8 months representing 67 percent (\$30 of \$45 dues) of a full year. All members receive a letter with explanation and a copy of the new rates along with information to complete a full year of membership at the correct income level if desired.

If you've been caught in the "Membership Twilight Zone" and find an error in my calculation, please contact me and we can work it out to our mutual satisfaction.

— Debbie Gorman
ANPR Business Manager

Let us help.

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

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



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

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

National Park  FOUNDATION



The Professional Ranger

The FY99 budget package for **Resources Careers** was being prepared as this went to press, and position descriptions at the GS-12 level were being finalized for most of the included series. Technician PDs at the GS-5, 6 and 7 levels were also being written. Help is being provided from many sources, including human resources staff from around the Service. Thanks are especially due to Dave Harrington in the WASO Budget Office for his assistance.

It looks like the package is on track and if the budget wars go well, we may see this long-awaited initiative become a reality. No decision has been made yet, however, on when the benchmark PDs will be officially classified and available for field use. If you need them now, however, contact me or task force chairperson Kathy Davis via cc:Mail for suggestions on how to proceed.

Keep your eyes open in September for copies of **"Preserving Nature in the National Parks: A History,"** the long-awaited book from NPS historian Dick Sellars on the history of natural resource management in the NPS. Copies will be distributed to each park and central office (with several going to larger units), courtesy of Intermountain Field Director John Cook and NPS Chief Historian Dwight Pitcaithley. To purchase your own copy, contact Yale University Press at (203) 432-0958. I've read the advance draft — it's terrific. We'll see about getting a review in an upcoming issue of *Ranger*.

The **George Wright Society** (GWS) Conference was held in Albuquerque in March, a fantastic venue and time for a conference. This was the largest GWS conference ever (560 attendees), and was marked by what many noted as a spirit of shared interest and optimism despite the ever-present budget and political woes the parks face. Great Smoky Mountains NP Superintendent Karen Wade remarked on the last day that she heard "we" more than "they" at the conference, expressing the hope and feeling of many that perhaps we have ma-

tured to the point that scientists, resource managers and park managers are finally starting to see themselves on the same side of the issues. This was a remarkable contrast to previous conferences, which while stimulating, often erupted into squabbles between scientists and resource managers and both blaming superintendents for all the ills in the parks. Perhaps it was because there were 37 superintendents in attendance at the conference (fully 10 percent of all the park managers in the NPS!) Or maybe it was the bright southwestern sun after a long winter. As a former New Mexican, my hunch is that it was the green chile.

There were a number of interesting currents that passed through the conference. One was the quiet but successful effort under way in the Pacific West Region to bring back the best of our scientists lost to the NPS/BRD, but this time on our terms. Dave Graber of Sequoia and Gary Davis of Channel Islands are now NPS senior scientists and serving as advocates, science advisers, science brokers and strategic planners for their parks. Notably, they are *not* in research grade positions.

Hats off to the park superintendents, associate regional director Bruce Kilgore (now retired) and former regional director Stan Albright, who recognized the value of credible science to management and made it happen. I predict the idea will catch on, and we'll see more senior scientist positions established.

Kilgore, by the way, was presented the Society's highest award in recognition of his long career building successful science and resource management relationships and programs. His award citation closed with the observation, widely shared, that "[t]here is probably no individual since George Wright who has contributed more to science and research in national parks than Dr. Bruce Kilgore."

Without a doubt the most talked about sessions at the GWS conference were a series of six panels put together by Grand Canyon NP Science Center Director Dave Haskell exploring the topic of science, ad-

vocacy and management. Panelists debated the role of scientists and resource managers in the arena of opinion and policy, and came out not just endorsing, but practically demanding that those who understand the implications of scientific information use it to advocate more effective strategies for park and resource protection.

There are pitfalls, of course, and it's easy to lose objectivity. It was refreshing, however, to hear enlightened superintendents and senior managers relating how they used good science to take stands that sometimes defied the organization or public opinion but were the right things for the resources.

Notable quotes overheard at the GWS meeting:

► "Leaving a place alone is not necessarily the best way to preserve biodiversity and native species."

— Richard White
University of Washington
Environmental Historian (plenary speaker)

► "Parks do not have customers, we have visitors. Customers pay for something, visitors seek the opportunity for an experience. We don't guarantee customer satisfaction, and shouldn't."

— Chip Dennerlein
Alaska Regional Director for NPCA

► "Effective resource managers build coalitions inside and outside their parks. The ineffective ones hunker down and try to force change."

— Bruce Kilgore, Assistant Field Director
Pacific West Region

► "Maintenance of ecological integrity through the protection of natural resources shall be the first priority."

— Neil Munro, *Parks Canada*, quoting from the *Canadian National Parks Act*. (For historic sites, the act cites "commemorative integrity.")

— Bob Krumenaker
Shenandoah

Join ANPR Members for Rendezvous in October — Fort Myers, Florida

Please make plans to join ANPR members at the annual Rendezvous Oct. 14-18 in Fort Myers, Fla., along the Gulf Coast

The Sheraton HarborPlace Hotel — overlooking the Fort Myers Yacht Basin in historic downtown — will host this 21st gathering. Room rates for single or double occupancy are \$69 a night, plus tax.

More than half of the rooms are junior executive suites with a king-sized bed, living area and wet bar. The rest of the rooms are standard doubles.

Among the hotel facilities are indoor outdoor pools, jacuzzi, lighted tennis courts, fitness center, full-service restaurant, lounge with nightly entertainment and poolside lounge. Complimentary shuttles run to the airport, Edison Regional Shopping Mall and nearby golf courses.

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

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

The beaches and the islands of Sanibel and Captiva are about 30 minutes away. Seventy golf courses are from five to 45 minutes away.

Inventor Thomas Edison and auto magnate Henry Ford built their winter homes in downtown Fort Myers on the Caloosahatchee River. The historic homes are within walking distance of the hotel.

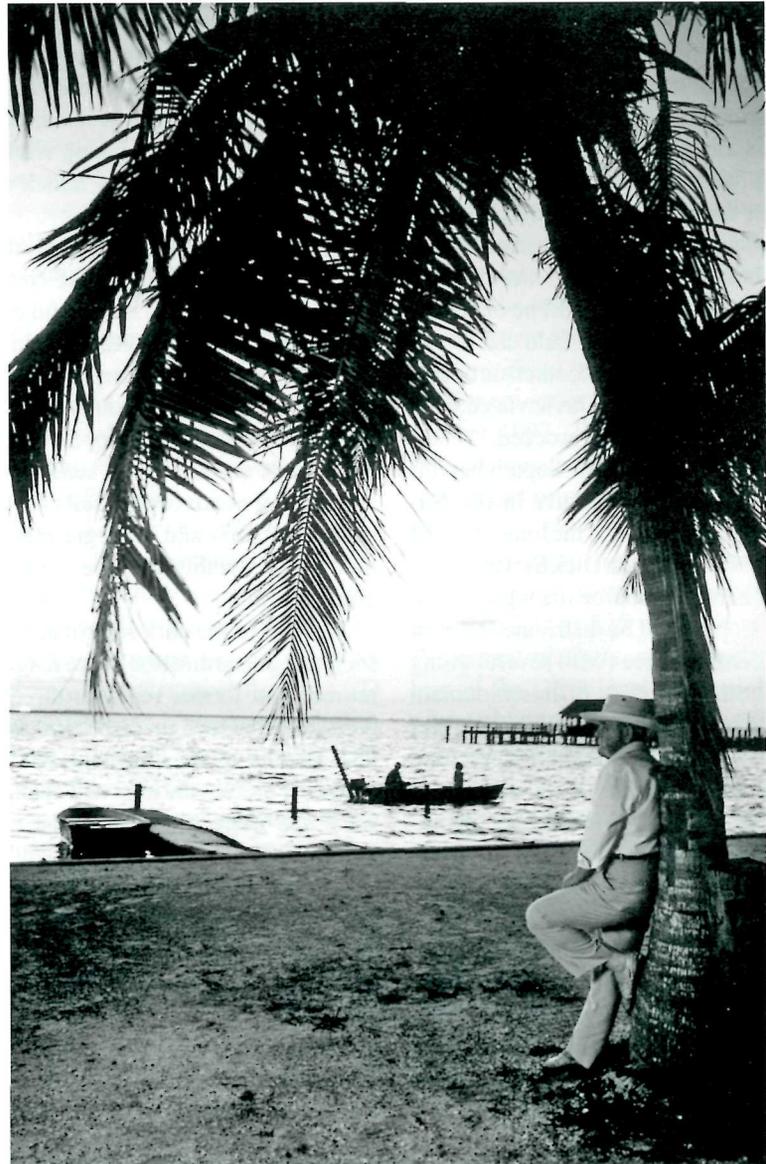
The ANPR Board of Directors meeting and pre-Rendezvous training sessions are scheduled for Oct. 12-13.

ANPR is pleased to hold the Rendezvous

once again jointly with the Association of National Park Maintenance Employees.

The Rendezvous could use more volun-

teer help. If you're interested in working on the Rendezvous, contact Bill Wade or Tony Sisto (addresses on back cover). □



Lee Island Coast

LEE ISLAND COAST: Find any palm tree and relax along the Lee Island Coast on the Gulf of Mexico in southwest Florida.

IRF Update



Second World Congress — COSTA RICA '97

REGISTER NOW!!

By Bill Halainen

Delaware Water Gap

The second world IRF Congress will be held at the Hotel Cariari in San Jose, Costa Rica, between Thursday, Sept. 25, and Monday, Sept. 29, 1997 — just months from now.

If you are planning to attend, **NOW** is the time to register for the congress. We need to have a substantial number of registrations by midsummer to assure that our reservations are held at the hotel. It is imperative that you not put off registering any longer.

A number of major developments have occurred since the last *Ranger*. The **President of Costa Rica, Jose Maria Figueres**, has agreed to address delegates at the opening session. Costa Rica has submitted a funding request to World Heritage for \$20,000 to fund the attendance of some delegates. Scottish National Heritage and other groups may also come through with supporting funds.

The director of the California state park system has expressed his personal support of the congress. Finally, congress coordinators Rick Smith and Rick Gale spent a profitable week in San Jose in late March. They made significant headway in arrangements for the congress, including the following accomplishments:

- ▶ Meetings were held with the staff at the Hotel Cariari, and a contract was signed with the hotel.

- ▶ Meetings were held with the principals of several Costa Rican conservation organizations — SINAC (Costa Rica's national park service), FUNDECOR (a non-profit park support organization), and the Costa Rican National Park Foundation — on the program and possible funding of some aspects of the congress.

- ▶ A meeting was held with Horizontes, one of the two official travel agencies for the congress, on field trip sites (Parques Nacionales Poas, Irazu, Tapanti and Braulio Carrillo, and Biological Reserve Carara). The sites are all within two hours of the hotel and will include bilingual guides and lunch in the field at a local restaurant. This was followed by site visits to all the field trip destinations, accompanied by their respective park directors.

- ▶ A meeting was held with the organization which will provide simultaneous translation services, and a contract with them was completed and signed.

- ▶ A meeting was held with AGUA (Asociacion de Guardaparques), one of the two Costa Rican ranger associations affiliated with IRF. AGUA members were very enthusiastic about the congress and will be providing local support.

- ▶ A site visit was conducted to Parque Nacionale Arenal, one of the destinations for post-congress trips.

All of these meetings and trips were both positive and productive. Meanwhile, the program for the congress has been largely completed. Here are the highlights:

- ▶ Sept. 24 — Hotel reception, followed by a "potlach" dinner and a slide show of the congress in Zakopane.

- ▶ Sept. 25 — Opening ceremonies, including President Figueres; keynote address; a plenary session on sustainable development; a slide show on protected areas in Costa Rica.

- ▶ Sept. 26 — Plenary session and panel discussion on ecotourism. Dinner at the hotel pool or veranda.

- ▶ Sept. 27 — All-day field trip; dinner at the hotel pool or veranda.

- ▶ Sept. 27 — Plenary session on participatory planning and decision making; a keynote presentation on sustainable development in Costa Rica; delegate slide shows.

- ▶ Sept. 28 — A plenary session on building constituency and political support; IRF business meeting; closing banquet; presentation on next congress in Kruger National Park in South Africa.

The congress registrar is Lyn Rothgeb at Shenandoah. Her mailing address is 730 East Main Street, Luray, VA, 22835; phone and fax are 540-743-1775; Internet address is rothgeb@aol.com.

If you have questions about the congress, you can reach Rick Smith at 2 Roadrunner Trail, Placitas, NM, 87043. Telephone: 505-867-0047; telefax: 505-867-4175; Internet: rsmith0921@aol.com.

IRF Business

IRF held a business meeting in the United Kingdom in early April. Three of four IRF officers were in attendance: chairman Gordon Miller, treasurer Mike Marshall, and secretary Bob Reid (Scotland), along with supporters from England's Countryside Management Association. Although the group is not yet representative of all the national and state member associations, it is the only alternative available for undertaking necessary business until IRF's international council is in place.

Here are highlights of the meeting:

- ▶ **Finances** — IRF has only a very modest sum of funds in the bank at present. Fund-raising is therefore a priority. IRF is approaching a major English bank for possible core funding, which would be used to pay for a staff person to work on federation business for several days a week.

- ▶ **Merchandising** — Despite the lack of resources, a modest program has been begun to raise IRF's profile through the creation of decals for vehicle windows and metal lapel pins. Decals are available for \$1 (U.S. currency) each; lapel pins for \$2 each. The minimum order must be 50 units in order to cover mailing costs. That could be 50 pins or 50 decals or any mix totaling 50. If you would like to order either the decals or the pins, please contact Colin Dilcock, 86 Little Dale, Pickering, North Yorkshire YO18 8PS, England (telephone: 44-1439-770657, telefax: 44-1439-770691). IRF also has gray sweatshirts with the green and blue logo and the words International Ranger Federation available. These sell for \$25 each (U.S. currency) including postage.

- ▶ **Zakopane Proceedings** — The proceedings have been completed and disseminated to congress attendees. A modest number also are available for other uses.

- ▶ **Newsletter** — The newsletter is mailed to the principal contacts for each national, state or territorial ranger association that is a member of IRF. It is then to be reproduced in the member association's own internal publication. Copies are also available to interested parties via electronic mail. If you'd

like to receive the newsletter in that manner, send your Internet address to the editor.

IRF Rangers — Nigeria

The IRF treasurer forwarded a February letter from a friend in Nigeria regarding the difficult and dangerous situation rangers there are facing. Excerpts follow:

“We have hit many serious problems in Nigeria; the poaching has escalated to new commercial heights involving armed gangs intent on serious killing of game. Unfortunately, they are also prepared to kill game guards, too. There has been a gun battle in Kainji National Park, which I believe involved 15 dead, including five guards. Death threats have been issued to senior staff here, and my friend . . . at Yankari National Park (doing the same job) was hit by a poacher three weeks ago. He received flesh wounds and is back in the U.K. recovering. He was lucky.

“Anyway, I am able to view this situation positively. I met with the state governor for Kaduna last week and the problems will be discussed at government level. I am meeting the director of national parks next week and possibly the president to brief them, too. The most important thing however is a new, intensive training programme for my staff here based on the Game Rangers Association’s field ranger training . . . My staff are loving it, even the drills. It’s all so vital now.

“I shall tell the director next week all about IRF and the training initiative. He is quite receptive, so it’s a good chance to get Nigeria really moving now. I have always said you can even use the real problems positively.

“All of the staff here are now equipped with boots, berets, etc. (provided by voluntary ranger contributions). It’s made a huge difference in everybody’s morale.”

If you find your work difficult, think a bit about your comrades in Nigeria. Continuing support for our hard-pressed brethren here and elsewhere should be a top priority for this federation in coming years. □

New Board Organization Becomes Effective in January 1998

Nominations to the new board of directors will take place at the Fort Myers Rendezvous this October.

As reported in several past issues of *Ranger*, the current 17-member board will be reduced to an 11 voting member board and will take effect in January 1998. The board will be structured into functional positions rather than regional representatives. The following positions and responsibilities are in addition to the existing positions of president, treasurer and secretary.

Education and Training

Coordinates the Association’s efforts in providing education and developmental opportunities to improve the knowledge and skills of park rangers and others interested in the profession.

Internal Communications

Coordinates the communications functions, including *Ranger* magazine, Situation Reports, e-mail, special mailings and more.

Membership Services

Manages efforts to build and retain a strong membership base.

Seasonal Perspectives

Ensures that the actions of the board reflect the concerns of seasonal and field employees. Gathers data and information related to those issues and provides recommendations to the board.

President-Elect/Past President (non-voting)

During the year as president-elect, then in the two years after serving as president, the person in this position coordinates the Association’s efforts to build and maintain strong relationships with other organizations that share an interest in the management of the National Park Service and enhancing the well-being of its community.

Serves as ANPR’s public information officer and coordinates media relations.

Special Concerns

Coordinates ANPR activities relative to legislative and policy actions, including developing and maintaining regular communications with members of the Administration, Congress, and other organizations which have an interest in legislative and political activities affecting the Association and the National Park Service. Coordinates the preparation of Congressional testimony and correspondence with the Administration and Congress.

Fundraising

Develops fundraising strategies and coordinates the Association’s efforts to obtain financial support from sources external to the organization, as well as through special activities conducted or sponsored by the Association.

Strategic Planning

Develops annual working plans, linked to the strategic plan, in conjunction with the board. Manages the Association’s activities relative to implementation of specific items of the strategic plan.

Professional Issues

Coordinates the efforts of the Association with respect to the major professional occupations within the Service, as well as for other professional occupations that are considered critical to the Association because of their importance to the well-being of the National Park System.

If you are interested in being nominated for one of these positions, please contact Cindy Ott-Jones, Elections Committee Chair (address on the back cover). Each position will require an average of one to two hours of work a week. □

Letters (continued from front inside cover)
way down.

If you hear talk of these possibilities I would appreciate the Association's support. I can't think of any other way to get volumes of information out to people who need it better than the long-distance network. It wouldn't be as good as face-to-face, but how much of that is possible now?

I hope this has been of some interest. Take care and keep up the good work.

— James Ridenour
Former NPS Director
Bloomington, Ind.

Way to Go!

(This letter was sent to Brian McHugh from Dwight Rettie regarding McHugh's article on law enforcement in *Ranger*, Spring 1997.)

I want to congratulate you on the article you wrote (*Ranger*, Spring 1997), "Law Enforcement: Don't Let the Facts Get in the Way of Your Conclusions." It is a thoughtful, interesting, and, I hope, the beginning of a trend.

The analyses you undertook of data contained in the 1995 Annual Law Enforcement Program Report struck me as eye-opening glimpses of a form of reality long missing from National Park Service thinking. For far too long, the Service has propounded the myth that all parks are such unique institutions that comparisons of any kind are invalid, useless, and essentially impertinent. That perspective has so permeated the Park Service mystique that wheels continue to be reinvented, experiences gained in one park are seldom shared with others, mistakes are too frequently repeated, and successes too seldom repeated.

I found the subjects and perspectives you were trying to illuminate very interesting. It would be even more interesting to see the thrust of your analyses carried down to the individual park level, rather than in aggregates of four and five parks. I understand fully why you opted for the format you did, but taking that approach to the individual park level could be an important next step. I fully realize the problems, both analytically and politically, that would impose.

I undertook some similar comparisons in costs-per-visit, visitors-per-FTE, and the relative costs of park FTEs in my book, *Our National Park System: Caring For*

America's Greatest Natural and Historic Treasures, (University of Illinois Press, 1995). See appendices 6 and 7. Those displays raise fascinating disparities and anomalies, such as the over eightfold increase in the relative costs of an FTE between the least expensive (\$23,682 at Scotts Bluff NM), and the most expensive (\$201,000 at City of Rocks NR). The data are even more interesting because the costs of an FTE moves gradually and consistently from the least to most expensive, suggesting there are moderately consistent reasons for the changes, not some special aberration because of a highly dissimilar set of circumstances. I think I see the same phenomenon in the data you developed. Why does it appear that law enforcement costs are so relatively high at Everglades NP? It would be very interesting to carry your analysis systemwide and try to discover explanations for both differences and similarities. Many more questions could be asked. Next step: seek solutions.

As I explained in a footnote to the tables in my book, comparisons of data for individual parks has to be done with great care, because there are often important reasons for apparent differences. But that is the function of serious analysis — to discover meaningful differences and similarities that can be helpful to management decision making. Comparisons are not always invalid. Indeed, it is my firm belief that the parks have far more in common than they have features and circumstances that divide them, especially in the comparative costs of common services and activities carried out at virtually every park.

Again, my sincere congratulations on your article. I hope it draws a lot of letters to *Ranger*. Even the critical ones will inevitably shed light on the facts you have tried to illuminate.

— Dwight Rettie
Morehead City, N.C.

Why October Rendezvous?

Thank you, I just received my new membership card. In the letter accompanying the card, Deanne asked for comments, so here's one I would like some feedback or response on.

How come Rendezvous got shifted back to October this year? I remember responding to a questionnaire, some time ago, that

included input on times for Rendezvous. Now that the Rendezvous is in the east, it's at a time of year many of us in this area cannot attend.

I work on the Blue Ridge Parkway, and for myself and many other rangers here and in Shenandoah NP, Great Smokies, New River Gorge, and any other park with a fall color season, it's one of the busiest times of year. There's no way, I for one, nor many others could attend Rendezvous at this time of year. For us, early November is much better. Are Rendezvous in October going to be the trend?

A place that would make a great place for a Rendezvous is Roanoke, Va. It is in the heart of the Blue Ridge Mountains and is serviced by a regional airport. It's a moderate to large city with a lot to see and do. It has a large conference center at Hotel Roanoke and many downtown attractions. Also the Jefferson-George Washington National Forest, Blue Ridge Parkway, Appalachian Trail and other parks are close by.

Who do I see about this possibility and what basic requirements/facilities are needed for a Rendezvous?

I look forward to your response.

— Pete Schula
Blue Ridge Parkway

ANPR President Responds

Thank you for taking the time to write and ask about the Rendezvous and how we determine times and locations.

For timing, we have limited ourselves to a "window" from the last week of September through mid-November. Our preference, when negotiating with hotels for availability, is to hold the Rendezvous around either the Columbus Day holiday or Veterans Day. The survey you remember asked about expanding the window to include early December or having a new window in the spring. The overall responses were favorable to both options so the 1998 Rendezvous will be in Tucson in December. One of the major factors we have to consider in locating an appropriate site is finding a hotel with low room rates. As our Rendezvous participation grows, we have fewer choices in facilities that can accommodate us and provide low-cost rooms. Our choice of time often depends upon when the hotel is avail-

(continued on page 28)

All in the Family

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

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

Peter Allen (YOSE 68-69, JOMU 69-72, LAME 72-77, VIIS 77-81, SEKI 81-96, retired 96) and **Helen Allen** (SEKI 72-82, GRCA 82-83, SEKI 83-96) have moved to Orcas Island in Washington to own/operate a bed and breakfast inn. Peter, born in Australia, and Helen found the Kangaroo House B & B for sale in Eastsound, Wash., and decided it was the perfect fit for them and their 14-year-old son, **Jason**. NPS employees are always welcome. Address: Kangaroo House B & B, P.O. Box 334, Eastsound, WA 98245-0334; (360) 376-2175.

Roger J. Andrascik (BLCA 77-80, CURE 81-85, CRLA 85-88, YELL 88-91, THRO 91-97) is the chief of natural resource management at Voyageurs NP. He formerly was a resource management specialist at Theodore Roosevelt NP. Address and phone number for Roger, wife **Karen** and children **Sean and Hannah**: 313 Shorewood Drive, International Falls, MN 56649; home, (218) 285-2085; work (218) 283-9821.

Brad Bennett (GRCA 91-93, 95-present) is a park ranger in the Village Interpretive District at Grand Canyon. Previously he was a park guide in the same district. He and his wife, **Em**, are expecting their second child in December. Address/phone: 116 S. Fifth St., Williams, AZ 86046; (520) 635-4795.

Peter Fitzmaurice (LAVO, CRLA, YOSE, ZION, KEFJ 88-present) is a first-time father. In his old position he was clueless about parenthood. He and his wife, **Shannon Skibeness** (currently Forest Service, Seward Ranger District, formerly KEFJ, DENA), welcomed a son, **Skyler Reed**, on Feb. 12, 1997. He weighed 7 pounds, 6 ounces, and was 20½ inches long. They live in Seward, Alaska.

Barbara Goodman (GRTE 80-81, SEKI 82-87, WASO-OIA 87-93, DESO 93-97) is the new superintendent at Fort Caroline National Memorial and Timucuan Ecological and Historic Preserve. Formerly she was superintendent at DeSoto NM.

Tom Griffiths (ROMO, YELL, CURE, YOSE, DENA, OZAR) retired March 31, 1997. He was assistant superintendent at Ozark National Scenic Riverways. He and **Linda** remain in the Van Buren, Mo., area where she teaches kindergarten. Address: P.O. Box 839, Van Buren, MO 63965; (573) 323-8526; Internet: thomasg@semo.net.

Brian Lakes (GLAC 85-87, GUIB 88-89, YELL 89-90, VAFO 90-92, FLFO 92-94, BIBE 94-97) has transferred from a law enforcement park ranger position at Big Bend to a South Rim patrol ranger position at Grand Canyon. **Susan Lakes** (YELL 88-90, DSC 92-94, BIBE 94-97) has transferred from an administrative assistant position at Big Bend to a concessions assistant position at Grand Canyon. Address: P.O. Box 535, Grand Canyon, AZ 86023.

Carol McNulty-Huffman (SHEN 77 & 78, BISC 78-79, 80-83, INDE 79, ASIS 83-87, FIIS 87-89, DSC 90-96) now is chief of interpretation at Haleakala. She left a posi-

tion in resource planning at the Denver Service Center. **Dan McNulty-Huffman** (SHEN 83 & 84, BISC 84 & 85, DENA 85, GETT 87-91) is completing his master's in wildlife ecology from Colorado State University and caring for daughter **Erin**, 2½, during the day. They all are enjoying life on Maui. Address: 85 Haele Place, Makawao, HI 96768; dmh@t-link.net.

Tina Orcutt (GETT 88-93, COLO 93-95, JELA 95-97) is the chief of interpretation and resource management at Booker T. Washington NM. Previously she was an education specialist at Jean Lafitte NHP&P. She and **Mike Orcutt** welcomed a baby boy, **Seth Michael**, Nov. 30, 1996. All are happy and well.

Andrew Packett, a park ranger at George Washington's Birthplace, was injured in a two-car accident March 17 and suffered many broken bones. Cards and letters can be sent to him in care of George Washington's Birthplace, Route 1, Box 717, Colonial Beach, VA 22443.

Donnie Smith (NCPC-MALL 90-97) is a park ranger at Thomas Stone NHS. Previously he was a park ranger at the National Mall (Lincoln, Washington Monument, Jefferson, Vietnam Memorial, Korean Me-



Should you join ANPR?

YES!! Here are some member benefits

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

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

For more information about these programs, contact:

ANPR Business Manager

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

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

morial). Address: Route 1, Box 715, Colonial Beach, VA 22443.

Judi Zuckert (YOSE 74-76, NOCA 77, SEKI 79-84, FIRE 85-90) is a recreation planner/wilderness coordinator for the Lower Snake River District, Owyhee Resource Area for the Bureau of Land Management in Idaho. She writes that it's definitely not the Park Service, but it is mighty interesting resources and issues. Address/phone: 3948 Development Ave., Boise ID 83705; (208) 384-3358.



Artists Find Opportunities

Eighteen national parks now offer artist-in-residence programs. Painters, sculptors, musicians and other artists are welcome to inquire at such sites as Acadia National Park, Buffalo National River and Sleeping Bear Dunes National Lakeshore. For more information call the GO WILD! information hotline: (612) 290-9421.



ANPR Needs Business Manager

ANPR is seeking a new business manager. Debbie Gorman, ANPR's business manager of nearly 10 years, is entering a master's degree program this fall.

If you have experience in tracking financial accounts and preparing financial statements, and an interest in running a small business office, this paid position may be for you. Experience in working with a non-profit board would be an asset. For further information on the position, please contact Deanne Adams or Sarah Craighead (addresses on the back cover of *Ranger*).



Sequoia and Kings Canyon Alumni

A reunion is planned for Sept. 6 at Wolverton in Sequoia. All former employees are welcome to attend. For more information contact the Reunion Committee, HCR 89, Box 50, Three Rivers, CA 93271.



Missing Persons

- Hilary Liller Gooding, ID
- Philip Jenny El Paso, TX
- Sean McGuinness Barstow, CA
- Robert Yearout Alexandria, VA
- Glenn Gossard Page, AZ
- Lori Tussey Cincinnati, OH
- Jeff Waller Cortez, CO
- Nancy Fischer San Francisco, CA
- Elizabeth Miller Grand Canyon, AZ
- Paul Atkinson Denali Park

Support ANPR!



Buy special items!

ITEM	COST	QUANTITY	TOTAL
Quill Pen with ANPR logo	\$18.00		
Quill pen & pencil set with ANPR logo	\$28.00		
Bic metal point pen with ANPR logo (gray or black, circle color)	\$1.50		
Insulated mug, large, black (20 oz.)	\$6.00		
Insulated mug, small, gray (12 oz.)	\$4.50		
ANPR Tattoo	\$1.00		
ANPR decal	\$1.50		
ANPR cloisencee pin	\$2.00		
Plastic stadium cups	\$1.00		
ANPR coffee mug (ceramic)	\$6.00		
* Polo shirts: S, M, L, XL	\$25.00		
* Turtlenecks: M, L, XL	\$22.50		
Pewter key ring	\$5.00		
Brass key ring	\$5.00		
Large belt buckle, brass (3-inch)	\$25.00		
Large belt buckle, pewter (3-inch)	\$25.00		
Small belt buckle, brass (2¼-inch)	\$25.00		
Small belt buckle, pewter (2¼-inch)	\$25.00		
Large totebag, cream & wine	\$12.00		
Small totebag, cream & navy	\$10.00		
Penlights (marbled green, marbled gray, black - circle color)	\$12.50		
Small Swiss army knife w/ 4 tools, 1½-inch blade, (black, red, blue or green - circle color)	\$20.00		

Shipping & Handling

Orders up to \$10 \$3.50
 \$10.01 to \$20 \$4.00
 \$20.01 to \$50 \$5.00
 \$50.01 to \$100 \$7.00
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Subtotal:
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Shipping & handling (see chart):
TOTAL (U.S. currency only):

Send order form and check — *payable to ANPR* — to Jeannine McElveen, 36390 Old Ocean City Road, Willards, MD 21874.

Name _____

Address _____

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*** For Shirts:**

Polo —	Circle color & size:	Forest Green (no L)	Wine	Navy (no S)	—	S	M	L	XL
Turtlenecks —	Circle color & size:	Teal	Banana	Navy —		M	L	XL	

Letters (continued from front inside cover)

able at their best rates.

Since I worked at Shenandoah for five years, I understand your frustration when events are scheduled in October. Bill Wade is the Rendezvous coordinator and knows the disadvantages to October as well. However, we have to juggle a variety of factors when determining a location and timing and sometimes October is our best choice. We'll use your letter as a reminder that an October Rendezvous in the East will probably mean fewer participants from the East.

For site selection, Bill has an excellent bid package that he sends to potential hotels to review to determine if they can meet our lodging and meeting room needs. I'm copying him on this letter so he can contact you about the potential for Roanoke.

Thanks again for writing. I hope this answers your questions. I'm sure there are other members who wondered the same and would be interested in the answers.

Deanne Adams
ANPR President

Put Your Views in Writing

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



Life Membership Categories

Various categories of ANPR life memberships have been established to help the Association generate sufficient interest income from life membership investments to provide basic membership services for life members. ANPR life members are encouraged to increase their life memberships so that the annual interest covers the \$40 per member per year it costs to provide basic membership services. Payment schedules can be arranged through ANPR's Business Manager or send your payment to ANPR, P.O. Box 307, Gansevoort, NY 12831.

Second Century Life Membership

Second Century Life Membership is open to any life member paying an additional \$125 for his/her life membership, regardless of the original amount paid.

Current Second Century Life Members

Phil Ward	Andy Ferguson	Dale Thompson	Bruce Collins
Paul Broyles	Cliff Chetwin	Jack Morehead	Tim Oliverius
Pat Buccello	Mark Tanaka-Sanders	Kathy Williams	Tom Richter
Bryan Swift	Dave Buccello	Bill Pierce	Tommie Lee
Aniceto Olais	Colleen Mastrangelo	Tony Bonano	James Hummel
Mary Kimmit Laxton	Bruce McKeeman	Bruce Edmonston	John Mangimeli
Rick Erisman	Georgjean McKeeman	Glen Bean	Craig Johnson
Jean Rodeck	Bill Carroll	Phil Young	Rod Broyles
Ron Konklin	Jim Brady	Janice Wobenhorst	

Third Century Life Membership

Third Century Life Membership is open to any life member upgrading to a total of \$500 for his/her life membership.

Current Third Century Life Members

William Supernaugh	Rick Smith	Butch Farabee	Scot McElveen
Steve Holder	Kathleen Clossin	Dan Moses	Carl Christensen
Barry Sullivan	Patricia Tolle	Jeff Karraker	Tessie Shirakawa
Bill Wade	Pat Quinn	Nancy Wizner	Maureen Finnerty

Fourth Century Life Membership

Fourth Century Life Membership is open to any life member paying a total of \$750 for his/her life membership.

Current Fourth Century Life Members

Wendy Lauritzen	Doug Scovill	Vaughn Baker
Deb Liggett	Jay Liggett	

MEMBERSHIP APPLICATION — Association of National Park Rangers

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

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

Important Notice

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

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

Type of Membership (check one)	Individual		Joint	
	One year	Two years	One year	Two years
Active (NPS employees)				
Seasonal	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Under \$25,000 annual salary (GS-5 or equivalent)	<input type="checkbox"/> \$35	<input type="checkbox"/> \$65	<input type="checkbox"/> \$50	<input type="checkbox"/> \$95
\$25,000 – \$34,999 (GS-7/9 or equivalent)	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
\$35,000 – \$64,999 (GS-11/14 or equivalent)	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145
\$65,000 + (GS-15 and above)	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145	<input type="checkbox"/> \$90	<input type="checkbox"/> \$175
Associate Members (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
Corporate	<input type="checkbox"/> \$ 500			
Supporting	<input type="checkbox"/> \$1,000			
Life Members (May be made in three equal payments over three years)				
Active	<input type="checkbox"/> \$750		<input type="checkbox"/> \$1,000	
Associate	<input type="checkbox"/> \$750		<input type="checkbox"/> \$1,000	
Library/Subscription Rate (two copies of each issue of <i>Ranger</i> sent quarterly)			<input type="checkbox"/> \$100	

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

► ANPR may publish a membership directory, for distribution to members. May we publish your:

e-mail address? yes no

home address? yes no

home or office phone? yes no

► To assist the ANPR board in planning Association actions, please provide the following information.

___ Do you live in **park housing**?

___ **Number of years** as a NPS employee

___ **GS/WG level** (This will not be listed in a membership directory)

___ **Your job/discipline area** (interpreter, concession specialist, resource manager, etc.)

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

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



Share your news with others!

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

Send news to:

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

Name _____

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

New Position (title and area) _____

Old Position (title and area) _____

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

Other information _____

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