

RANGER

The Journal of the Association of National Park Rangers

Vol. XIII, No. 4 Fall 1997



What Are The Options?

Letters

ANPR Business Manager Says Goodbye to Members

Aug. 26 marked my 10th anniversary as ANPR business manager, and a few days later I concluded my duties. I now face an exciting new adventure as I return to school to obtain a master's degree in social work. After so many years of managing your membership, answering your letters, and meeting you at Rendezvous', I feel as if I am saying goodbye to my extended family.

I considered my work with ANPR a gift that allowed me to do something purposeful and raise my three children. I am proud of the results in both accounts. I returned the gift through dedication to the membership that is ANPR. Your handwritten notes of thanks, sometimes scribbled on the face of a renewal form, provided me with a grateful sense of support and direction.

I look back on a wonderful experience of personal growth, lifelong friendships and the privilege of assisting the Association obtain the presence it has today. Along with my farewell, I want to thank the membership of ANPR for allowing me the opportunity to share in your vision for the Association and the National Park Service. I will miss the chance to continue to serve in this capacity.

My sincere wish for ANPR's continued success and accomplishment of its goals. I know I take with me your best wishes as well. Thank you and Godspeed.

*Debbie Gorman
Gansevoort, N.Y.*

Ranger Intake Trainee Additions

I'd like to add a couple of comments to Phil Young's article (*Ranger*, Summer 1997) regarding his admittedly unscientific survey of the Ranger Intake Trainee program. Several of these points were alluded to by the author, but I want to add the perspective of someone who was not a participant or a supervisor in the program. Reading his summary, even after more than 10 years, made me angry. Not at Young, since I worked for him during those years and had a great time, but at the intake experience in general. I hope that if such an intake program is revived, significant changes are made in several areas. Too many resources were expended on the wrong people with disap-

pointing results.

As Young mentioned, the RIT program was conducted at Santa Monica Mountains during the summers of 1984-86. During those three summers I was employed as a seasonal in various positions at SAMO, and I worked personally with every person who went through the program. Hence my qualifications for this unscientific, unscrupulously biased letter. Let me first explain why I say that the program was directed at the wrong people.

As stated, these folks were recruited from California colleges and universities. Not one person that I ever talked to had ever worked for the NPS. Several of them had always thought about being a ranger, but many told me, on the sly, that they just saw this as a good way to get a summer job and have employment when they were finished with school. To this day, I still wonder why the recruitment process didn't look at people from underrepresented populations who were already employed as seasonals, had shown a commitment to the Service and were still going to school. I knew lots of them.

Secondly, I suggest that too many resources, read money, were spent on these folks. I don't think we got much out of all we expended. Young says that in his cursory examination of where these folks are now, he thinks the retention rate is about the same as folks he started with during his seasonal years. That may be, but these people were being trained to become managers. The idea was to get these underrepresented people in a training program that would lead to their quick ascension. Most of us lowly seasonals were and still are on our own when it comes to career advancement. I would have hoped that the goal of this program was to retain close to 60 percent to 70 percent of the trainees that so much was being spent on, not the 36 percent that Young calculated.

I would like to suggest two changes that I think would help the program, positively affect seasonals and lead toward increased retention. The first would be to recruit from seasonal ranks within the Service, or at least within land management agencies. The second would be some kind of evaluation system where after the first summer the trainees would be rated and only those meeting some

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ANPR Calendar

Rendezvous XXI	
Fort Myers, Fla.	Oct. 14-18, 1997
<i>Ranger</i> (winter issue) deadline	Oct. 31, 1997
Board meeting, Seattle	April 17-19, 1998
Rendezvous XXII	
Tucson, Ariz.	Dec. 8-12, 1998

RANGER

The Journal of the Association of National Park Rangers

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Fall 1997

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

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

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

Submissions

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President's Message

This has been a busy quarter for ANPR. In June the board met in Seattle and had an excellent two days to organize and follow-through on ANPR actions. In July, I was asked by Sen. Craig Thomas of Wyoming as chair of the Parks, Historic Preservation and Recreation Subcommittee to testify for ANPR on determining national significance of new park areas (see page 16).

While in Washington, D.C., I was able to meet or speak with Wilke Nelson of National Park Foundation about their strong interest in and support of ANPR, and their continuing desire to help with and be involved with the Ranger Rendezvous and our organization; Dan Smith of the House National Parks, Forests and Lands Subcommittee, who is now working on NPS issues for the Majority; Rick Healey of the same committee, for the Minority; and Lynn Smith, human resources program manager for the NPS, about the term employee issue. This activity clearly meets this Association's mission to "communicate for, about and with park rangers" and to support "the perpetuation of the National Park Service and the National Park System."

The former mission goal is the main subject of this issue of *Ranger* — what has happened and is happening with NPS **term employees**? ANPR and the Association of National Park Maintenance Employees (ANPME) joined together to conduct a survey focusing on the issue of term-appointed employees. Results of this survey, from parks and employees throughout the System, are reported beginning on page 2. (Thank you to those parks and employees for taking the time to respond.)

Term employees have been providing and continue to provide professional and support services to the NPS and the park visitor. Many were converted from temporary and other appointments two years ago to term appointments, which allowed them to receive health and other benefits. Because of the nature of term appointments,

however, four years is generally the maximum that a position may be continuously filled under a term appointment authority. These employees, while receiving benefits unavailable to them before, are still not eligible to compete for permanent positions under the Merit Promotion Plan. They may only compete, like any American citizen, through an open OPM register. Some have been able to successfully compete on such registers. Many others, however, find the expiration of their four-year term appointments drawing near.

ANPR and ANPME believe strongly in, and will be advocating for, the ability for these term employees that were converted *en masse* in 1994 to be able to compete for permanent positions under merit promotion.

This is fair. These employees have received much NPS training, and have provided many years of important and professional service to the NPS and the public. Are we asking that they be able to automatically convert to a permanent position? No. Only that they be able to compete, based on their many years of experience, and the often incorrect use by the NPS over the years of temporary hiring authority.

If you did not see the temporary employee survey we sent out, or chose not to respond, please take the time to do so now, whether on behalf of your park, or as an individual term employee. Your information will be reported on in a future issue, and will be of important use to us as we begin to seek changes in legislation and policy to provide an opportunity to compete. Your feedback is valuable. □



TERM EMPLOYEES IN THE NPS

A Survey



PUPPET TIME: Matt Greif and “Gus” entertain two young visitors at Boston NHP.

By John Piltzecker

A NPR and the Association of National Park Maintenance Employees (ANPME) have joined together to conduct a survey focusing on the issue of term-appointed employees. With the expiration of the four-year terms drawing near (fall of 1998 for most), ANPR and ANPME surveyed parks and employees this past June to determine what impact the expiration of the four-year term appointments might have on the Service. In spite of a memo sent from WASO Human Resources to all parks suggesting caution in responding, 77 parks responded to the survey, and 105 employees from 34 parks responded individually with comments. Thank you to those parks and employees for taking the interest and time to respond.

Park Survey Responses

Of the 77 parks responding to the survey, the total number of term employees in the parks was 198. This is only a sample, although a good one. The National Park Service reports that there are currently 1,957 term employees on the rolls (although they are not able to easily identify which ones of those underwent the one-time conversion from temporary to term in 1994).

Of the 39 parks with term employees on staff, nine reported from the Northeast Region (48 term employees), 10 from the Pacific West Region (73 term employees), eight from the Intermountain Region (49 term employees), six from the Southeast Region (34 term employees), four from the Midwest Region (seven term employees), and two from the Alaska Region (three term employ-

Dedicated Service To End?

By Sheila Cooke-Kayser

Boston National Historical Park

From the tropics of Hawaii to the rocky shores of Acadia, term employees provide a variety of services to park visitors, but their dedicated service will soon end.

These people continue to provide quality service to millions of park visitors. Here are the stories of some of these innovative National Park Service employees:

Giving a tour of Mammoth Hot Springs to President Clinton and the first family was one of the highlights of **Jeanne Johnson's** park service career as a Yellowstone term employee. Johnson was one of many NPS seasonals who applied for a term appointment in 1994. Presently, she is the acting district naturalist for Mammoth Hot Springs and supervises a staff of seven at a high-volume visitor center.

On Saturdays in Boston, visitors will find term employees **Dan Gagnon and Terry Vaughan** garbed in 18th-century costume explaining the Tea Act of 1773. Gagnon portrays the Patriot point of view, while Vaughan defines the Loyalist concerns. They both work for Boston National Historical Park introducing visitors to the world of 18th-century Revolutionary Boston.

With over seven years of experience in the National Park Service, Gagnon combines his curatorial skills, preservation knowledge and love of history to create innovative programs

for his audiences. He has won numerous awards for special projects including the design of a traveling exhibit on the park's education programs for the White House Visitor Center and computer graphic design of several site bulletins and brochures.

His peers see him as the Oxford scholar of Boston history, but visitors view Vaughan as a great storyteller. As he weaves his tale of Boston's revolutionary events with descriptive imagery, he

(please turn to page 5)



COLONIAL DAYS: Dan Gagnon in colonial garb portrays a Patriot debating the Tea Act of 1773 at Boston NHP.

ees). There were no term employees reported in the National Capital Region.

The park survey had 18 questions. After basic information questions, the following responses were received for each question:

How many term employees do you have on staff now?

Parks reporting the largest number of term employees were Yellowstone (31), Acadia (29), Olympic (27), Mammoth Cave (17), North Cascades (14), and Lake Roosevelt (11).

How many of those term positions were converted from temporary or seasonal positions?

Of all term positions, 159 were so converted. One park, Zion National Park (with five term employees currently on staff), in 1995 had converted 42 term employees from 180-day seasonal appointments. They also reported that they recently converted 37 term employees to permanent subject-to-furlough positions.

What job categories are your term employees in?

Park Ranger, Guide, Visitor Use Assistant	91
Maintenance positions	65
Other	42

How many term positions do you anticipate being able to convert to permanent before the term expires?

Total of 42 out of 199 positions currently occupied by terms.

Seventeen parks responded that they didn't anticipate being able to convert any term employees before their term expires. Several parks responded that they didn't know or were unsure of how many they would be able to convert.

How many positions would you convert to permanent status if the current employee was able to compete for the position through merit promotion?

Total of 124. Three parks indicated that they didn't know.

How many of your current term appointments will expire as scheduled due to lack of funds?

Total of 28. Three parks indicated that they didn't know.

Estimate the total past expenditures (in hours and dollars) in training and development for the term employees in your park (include orientation training, skills and refresher training, and any other type of administrative cost involved in bringing the current

¹ The term "convert" or "conversion" is meant to apply to *positions*, not *people*. A park may decide that an existing term position should really be a permanent position based on continuing or regular work needs. Once this *position* conversion is made, then existing term employees (or any other qualified applicant) may fill that position from any of the different hiring authorities. Term employees at present may not automatically "convert" to a permanent position, nor may they compete for one under the Merit Promotion Plan.

term employees up to their present level of competency).

Hours 18,187
 Dollars \$231,080

We didn't ask for parks to break out the amounts spent into categories, therefore, it is possible that some administrative costs (uniforms and uniform replacement for example) may not have always been included. Park examples: Yellowstone, with 31 term employees, estimated 2,400 hours and \$36,640; Mammoth Cave, with 17 term employees, estimated 1,840 hours and \$42,600. Six parks either left this question blank or stated that they had no way of knowing. Acadia provided an explanation:

"Virtually all of our term employees have worked for many years as long-term seasonal employees. It would be very difficult to estimate either hours or dollars since a variety of training both formal and on the job has taken place that could have contributed to the employees' current level of competence. These are our best temporary employees. Their institutional knowledge and years of experience are invaluable and an unquantifiable asset to the visitor, the resource and the infrastructure.

"Each of the protection rangers has worked for approximately 10 years, having had 40-plus hours of annual refresher training, range training, first aid training, enforcement techniques, defensive driving, etc. The interpretive rangers have had similar in service training, and first aid/CPR recertification. Wage grade workers have attended annual seasonal training, and have innumerable tail gate sessions, chain saw safety, and other safety equipment training annually. A guess as to dollars and hours would be worthless as to accuracy. Suffice it to say that both categories are substantial."

Estimate the cost (in time and financial resources) to recruit, hire, and train new employees for those term positions which will be vacated if incumbent employees can not be converted.

Time 22,437 hours
 Financial Resources \$195,620

Thirteen parks responded that they didn't know, that the question wasn't applicable, or gave partial answers.

Acadia (29 term employees), which had estimated 100+ hours and \$7,500+, stated:

"We would have to redescribe the current term positions as seasonal (less than 1,040 hours) and hope that some of the current term employees would reapply for them in their redescribed mode. They would be advertised through local employment registers, so all of the work and expense would be borne by the park. The number of training hours would depend on the number of former term employees that opted to apply for seasonal jobs and could be reached on the register of qualified applicants. Therefore, training hours are not reflected in this estimate."

Fort Stanwix (two term employees) provided the following breakdown:

"160 hours per employee for training (continuing training not included); 160 hours of supervisory and other employee time for training, paperwork, coaching, etc. \$1,600 per employee; \$2,900

for supervisor and other employees (\$1,600 x 2 = \$3,200). \$3,200 + \$2,900 = \$6,100 (not including benefits, uniforms, period clothing, supplies and materials, etc. (these could run as high as \$1,500 extra)."

Fort Laramie responded to the time question by stating that it would take two years per employee (the park has three terms) and estimated the cost at \$10,000.

Regarding training for seasonal and temporary employees, the National Park Service on April 21, 1997, provided testimony to Congress stating: "Temporary/seasonal employees are expected to fully meet the qualifications for their positions prior to being hired. No formal training beyond basic introduction to the work situation is normally offered."

Using a continuum (zero being the lowest and five being the highest), estimate your ability to find applicants with similar competencies to fill anticipated vacancies if incumbent term employees are not converted.

Twelve parks responded "zero" or "one"; five parks responded "two"; eight parks responded "three"; one park responded "four"; and three parks responded "five." Four parks did not respond.

Mississippi National River and Recreation Area estimated their ability to be "one" for their ranger position and "three" for their financial office assistant.

Acadia estimated their ability to be "zero" for protection rangers, "one" for 025 interpreters, "five" for wage grade employees and "one" for biological technicians.

Redwoods (two term employees on staff) stated: "Both are from the local area, have long family ties to the community and resource. The NPS loses out in many ways on these two positions. One term employee has worked for Redwood for 18 years. The other term has worked at Redwood for 10 years."

Fort Vancouver (three term employees on staff) stated: "With time and effort, others with similar abilities may be found. However, why spend that energy if you already have long-term employees who have proven themselves able and skilled?"

Of the number of term positions that have already been converted to permanent status, list the types of hiring authorities you have used (VRA, OPM certificates, other special hiring authorities, etc.).

Most parks responding had not converted any term employees. Of those who had, 11 cited OPM (or OPM delegated authority), three cited VRA, two stated "handicap authority," one cited outstanding scholar and one cited reinstatement.

Haleakala also stated: "Five currently under SCEP with anywhere from month to two years to go till they complete their program of study and are eligible for conversion to permanent appointment."

Glacier Bay stated: "We haven't converted any term positions to permanent status as of this date. However, both of our term employees are presently eligible for non-competitive local hire (P.L. 96-487) appointment to permanent positions. Local hire is an excepted conditional appointment which does not provide competitive status in the federal personnel system. This means that local hire permanent employees are not allowed to compete for most federal jobs."

Zion stated: "We have the authority to open "all qualified" jobs through DEU (designated examining unit). That is how all of our new term and seasonals came on (as permanent)."

How many of the remaining term incumbent employees have eligibility for conversion to a permanent position through special hiring authorities?

Thirty-four (31 of whom are at Yellowstone, which indicated that it has OPM-delegated hiring authority).

How many of the remaining term incumbent employees do not have any eligibility to compete for permanent positions except through an all-sources announcement?

One hundred fifty-six. Two parks did not respond to this ques-

"... We've put in a lot of years of good service for the country, the NPS and our home parks, specifically. We have not actively sought other jobs because we like the ones we have, and we were all but promised that such authority would be granted before the end of our terms."

— *A term employee*

tion. Several parks with term employees answered "zero." One park responded to the question, "All of the remaining employees. If any of them had any type of noncompetitive eligibility, they would have been non-competitively appointed to permanent positions by now."

How many term employees do you have in law enforcement positions who are over the age of 37?

Seven. Olympic noted: "We had one. He has been converted to a permanent at another park. If the initial conversion to term status was done using the correct OPM waiver/OPM exception or application of the computation which allowed the person's previous seasonal time to count, then the term appointment is legal, and they can be converted to permanent without concern for their age, even if over 37/35."

Dedicated Service *(continued from page 3)*

grabs his audience's attention and never lets them go until the end. Not only is Vaughan a scholar, he also exhibits the calming quality of T.V.'s Mr. Rogers. His degree in theology undoubtedly provides him with his skill to remain serene during any storm. Handling thousands of visitors daily, he keeps them calm after their harrying experiences in Boston traffic, summer heat and construction noise.

□ □ □

Fighting fires, collecting fees and interpreting the natural wonders of Yellowstone National Park, park ranger **Rich Jehle** went from seasonal work in 1987 to a term appointment in 1994. In his term appointment, he is the environmental education coordinator for Yellowstone. He develops a wide range of education programs including the park's Junior Ranger program, a summer education/recreation program for local children, and a curriculum-based cross-country ski program for grades 1 - 3.

"Knowing that, in perhaps a small way, I am helping prepare the next generation for their role as stewards of Yellowstone and all our wild places is very inspiring," Jehle says.

□ □ □

Gus the Grasshopper calls **Matt Greif** a "cool dude." Since Gus is the creation of term employee Greif, he may be a bit biased. Gus, Leo the Lion and Eunice the Unicorn entertain and teach Boston school children about Boston's history in an award winning puppet show, "The Beasts of Boston."

Since 1987, Greif has worked as a volunteer, seasonal park ranger, and most recently, a term employee for Boston National Historical Park. He uses his theater and puppetry skills in his interpretive programs, thus providing Boston's visitors with an entertaining avenue to explore history. An ardent researcher, Matt can often be found combing Boston's libraries in search of answers to historical questions. The multilingual Greif offers

tours for the park's French-speaking visitors. He also has won awards for his creation of educational programs, the puppet show script and the design of a family activity book.

□ □ □

Maintaining the carriage roads in Acadia National Park keeps **Steven Allison, Arthur Winchester and Jim Phurston** especially busy. These three maintenance employees joined NPS as term employees in 1994, but unlike hundreds of terms, their career will not end in 1998. Acadia hired all three for permanent positions as equipment operators in June. Their combined NPS work experience equals 14 years of operating heavy equipment to maintain and preserve the park's historic carriage roads.

□ □ □

When you think of **Emily Prigot**, you envision a dynamo of energy. Her enthusiasm flows throughout her interpretive programs. When she describes life aboard the *USS Cassin Young*, a WWII destroyer, visitors imagine themselves as young sailors. Prigot brings to life the Charlestown Navy Yard at Boston National Historical Park. Having taught for many years, she incorporates her teaching skills into her many programs. Like many terms, she worked for years as a seasonal employee.

□ □ □

The NPS will lose hundreds of qualified employees in 1998 unless Congress decides to approve a special hiring authority for these people. These people have served the Park Service for many years developing skills that in many instances will be difficult to replace. The NPS has spent thousands of dollars on training these individuals, and this makes it even more prudent to place these deserving employees in permanent positions. □

Sheila Cooke-Kayser works at Boston National Historical Park.

What are the greatest obstacles in hiring your incumbent term employees in permanent positions? Does your park support the establishment of a special hiring authority or other special ability status for term or long term seasonal employees to compete for permanent positions for which they meet the qualifications?

The Washington Human Resources Office advised parks not respond to these questions because the questions asked for opinions. We therefore will not attribute the responses to any one park.

All parks that offered an opinion on special hiring authority (22) supported this ability.

Regarding the greatest obstacles, of the responses 14 parks cited present hiring authorities/restrictions and regulations; seven cited veterans preference; four cited funding or budget restrictions; one because the park was unsure of how to do it; and 10 did not respond.

Some specific comments were:

- ▶ “If they can not get in because they are not VRA, handicapped, Peace Corps, or outstanding scholars, then when they apply to an ‘all sources’ announcement, a veteran may be above them.”
- ▶ “The greatest obstacle to hiring our incumbent term park rangers will be the large number of competitors for the positions. We plan to fill these positions as park guides, not park rangers.”
- ▶ “It is especially difficult because of the OPM questionnaire. Applicants feel they should be given more credit for experience rather than for the questionnaire.
- ▶ “In attempting to hire into permanent positions, we must use OP-OPS, and then OPM registers/certificates. These strangle our ability to easily and cheaply (OPM charges for registers now) to hire these people on. Plus, there is little to no room in our base funding to absorb the grade creep of the Ranger series.
- ▶ “Our greatest obstacle is base erosion. When seasonals were converted to term, benefits costs increased. We now have to convert employees to subject-to-furlough permanent appointments rather than full time due to budget constraints.

Term Employee Responses

In addition to the park survey, ANPR surveyed term employees themselves. A total of 105 employees from 34 parks responded. The highest number of responses came from Olympic (13), Acadia (11) and Yellowstone (9), followed by Shenandoah (7), Mesa Verde (6), Hawaii Volcanoes (6) and Boston (5), Cumberland Gap (4) and Minute Man (4). Several employees who responded to the survey work at parks that didn’t submit surveys, including Canyonlands, Cumberland Gap, Fire Island, Hawaii Volcanoes, Hubbell Trading Post, Klondike Goldrush, Manhattan Sites, Mesa Verde, Minute Man, Montezuma Castle, Puuhonua O Hanaunau, San Francisco Maritime and Shenandoah.

What position do you currently hold (title, series and grade)?

Park Ranger, Guide, Visitor Use Assistant	56
Maintenance	27
Other	22

How many total years of NPS experience do you have?

As a Term	292.5 total years
As a Seasonal	480.5 total years
Total	773 total years

Of the 105 respondents, each employee has worked an average of 2.8 years as a term employee and an average of 4.6 years as a seasonal. This is a total of 7.4 years of experience per person.

While the years of experience as term employees was consistent among the respondents, the number of years of seasonal experience varied more widely. Three employees at Olympic had worked more than 12 years each as seasonal employees for the NPS; an employee at Nez Perce had nine years of seasonal experience; at Mesa Verde an employee had 10 years; at Lake Roosevelt, 12 years; Klondike Goldrush, 16 years; and Acadia, 21 years.

How many hours of NPS training have you received (in your current or other NPS jobs)?

Total hours	31,952
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Five respondents said they had “too many to count.” Two respondents replied “zero.” The average hours of training per person came out to 304, but it should be noted that park rangers, particularly in law enforcement, listed a higher number of training hours than other job categories.

Have you applied for permanent positions in the National Park Service through OPM or other hiring authorities?

Yes	61 (58 percent)
No	44 (42 percent)

Would you apply for a permanent position in your current or similar job series through merit promotion if you were able to?

Yes	104
No	1

Do you currently have or will you have by the expiration of your term appointment, noncompetitive eligibility for federal positions, i.e., outstanding scholar, peace corps, etc.?

Yes	9 (8.5 percent)
No	88 (84 percent)
Not sure	8 (7.5percent)

Do you support the establishment of a special hiring authority or other special ability status for term or long term seasonal employees to compete for permanent positions for which they meet the qualifications?

Yes	102
No	2
No answer	1

Many employees wrote notes after the last question. One respondent’s comments seemed to sum up the sentiments of the majority of the comments:

“Yes! I certainly support the establishment of a special hiring authority or other special ability status for term or long-term seasonal employees to compete for permanent positions for which

we meet the qualifications. We've put in a lot of years of good service for the country, the NPS and our home parks, specifically. We have not actively sought other jobs because we like the ones we have, and we were all but promised that such authority would be granted before the end of our terms. We have the training and

expertise already. Training others to fill our spots would be very wasteful of time and expertise." □

John Piltzecker is in his second year of a Bevenuto Fellowship assignment. He currently works in Legislative Affairs in the Washington Office. To receive a survey, write to John Piltzecker, 2100 Connecticut Ave., NW, Washington, DC 20008, or e-mail him at JohnPiltz@aol.com.

A Brief History . . . and the Obstacles

ANPR President Deanne Adams wrote to the Office of Personnel Management in 1996 asking, in part, that OPM "seek legislative changes necessary to allow park employees serving under term appointments opportunity to compete for permanent positions through agency merit promotion procedures . . . It is the view of ANPR that it was not in the spirit of the James Hudson Temporary Employee Equity Act to assist temporary employees of the National Park Service only to terminate them at the end of their four-year term." (*Ranger*, Winter 1996-97)

What does all this mean?

Temporary appointments, under 5 CFR 316.402, are limited to service of one year or less, with no more than one one-year extension. They don't receive any benefits. In the early 1990s, there was evidence being presented that this appointment authority was being misused by some federal agencies, including the NPS, by hiring employees into consecutive one-year appointments.

Then, in 1993, National Capital Region maintenance employee James Hudson died while on duty. It was discovered that he had been serving eight years consecutively as a temporary employee. There were no insurance or other benefits available to his family based on his many years of temporary service.

Congress quickly responded. Section 301 of Public Law 654, "Health Insurance Coverage for Temporary Employees," directed the OPM to "prescribe regulations to provide for offering health benefits plans to temporary employees . . ." who had "completed one year of current continuous employment, excluding any break in service of five days or less." This is applicable to all federal agencies, not just the National Park Service.

OPM subsequently passed regulations allowing for a window of opportunity from October 1994 to March 1995 for current temporary employees meeting the law's requirements to be able to be converted non-competitively to term appointments under 5 CFR 316.302. Term appointments are eligible for health and life insurance, and retirement benefits. However, they may not work more than four years.

Because of this, many of today's employees holding term positions converted under this authority will reach the four-year limit of the hiring authority next year. While they may compete like any American citizen for any open OPM register, or apply for employment under any existing hiring authority, there is currently

no opportunity to compete for permanent federal jobs under the Merit Promotion System.

Seeking a window of opportunity to apply for permanent positions under merit promotion, while different from a straight conversion, would still face many obstacles.

An April 1997 letter from then Regional Director Stanley T. Albright to a Western Region term employee explains the current obstacles in rectifying this issue. Part of the letter states:

"At the time of the conversions, some agencies and employees were given the impression that OPM would later seek authority to non-competitively convert term employees to permanent status through the agencies' internal merit promotion procedures. That authority has never been granted. Non-competitive conversion to permanent would require OPM to significantly change the regulations regarding veterans preference. OPM determined that it did not have the authority to make those changes without congressional action to change veterans preference law . . .

"Executive Branch agencies have been downsizing and streamlining operations and organizations for several years. As a result of these actions, thousands of federal employees have lost their jobs or have been identified for separation from service.

"Consequently, all federal agencies are required to follow Career Transition Assistance (CTAP) procedures when filling positions. These procedures require agencies to first consider re-employing displaced employees before considering any other candidates. Any authority to non-competitively convert term employees to permanent positions would violate the requirements of CTAP.

"Congress has continued to express its support for veterans preference as a way of thanking individuals who have served their country through military service . . .

"Since any change in these requirements impacts the interests of many different individuals and all federal agencies, Congress and OPM must carefully consider any change. It appears unlikely that congress or OPM will act to authorize non-competitive conversion of term employees to permanent positions during this time of downsizing and in view of the impact on veterans preference legislation . . ." □

Hiring Authority Definitions

Competitive Service Temporary Appointments (5 CFR 316.402):

Temporary, intermittent or seasonal appointments to positions in the competitive service limited to one year or less, with no more than one one-year extension. Seasonal positions which involve annually recurring periods of employment of less than 12 months each year can also be made under this authority so long as employment in the same or successor positions totals less than six months (1040 hours) in a service year. Positions filled under this authority which are scheduled to last more than 120 days are subject to CTAP/ICTAP requirements.



PIONEER LIFE: Matthew Graham, a term employee at Cumberland Gap, explains the rugged pioneer ways to park visitors.

Teresa Ford

Service Year: The one-year period beginning on the date of the employee's initial appointment.

Term Appointments (5 CFR 316.302): Term appointments are temporary appointments made to positions that are expected to last more than one year, but not more than four years. Reasons for making term appointments include: project work; extraordinary workload; reorganization; or uncertainty of future funding which precludes filling the position as a permanent continuing position. Because initial appointment is longer than one year, term employees are eligible for health insurance, life insurance and retirement benefits. All term appointments are subject to CTAP/ICTAP requirements.

Excepted Appointments (5 CFR 213.104 and 5 CFR 307): Appointments to positions (or of individuals) OPM has specifically excepted from the competitive service. Excepted appointments under Schedules A, B or C may be made to permanent or non-permanent positions, however, when OPM specifies that appointments under a particular Schedule A or B authority must be temporary, intermittent or seasonal, the temporary appointment is thereby limited to one year or less, with no more than one one-year extension. Seasonal positions (IE, annually recurring positions) filled under such excepted authorities are also limited to less than six months (1,040 hours) in a service year as explained under "temporary appointments." Excepted service appointments are not subject to CTAP/ICTAP requirements. Examples of excepted service appointments include:

- a) Student Temporary employment program;
- b) Student Career experience program;
- c) Thirty-Day "Critical Need" appointments, with no more than one 30-day extension;
- d) Appointments to positions when filled by physically handicapped persons;
- e) Temporary positions established for emergency forest and range fire suppression; and
- f) Veterans Readjustment Appointments (VRA).

CTAP/ICTAP Provisions: In September of 1995, the President directed each agency to establish a Career Transition Assistance Plan (CTAP) to help place federal employees who have been surplused or displaced within the agency as a result of federal downsizing. ICTAP is the interagency plan that facilitates placement of displaced employees across agency lines. To meet the requirements of CTAP any competitive position (temporary, term or permanent) lasting more than 120 days must be advertised for 10 days through AVADS, and special selection priority given to any displaced employee who was displaced from a position in the same commuting area in which the vacancy is located. Excepted appointments are exempt from CTAP/ICTAP provisions.

Delegated Examining Units (DEU): Over 50 Servicing Personnel Offices throughout the National Park Service became DEUs in FY-96 with authority to recruit, examine, rate, rank and issue certificates of eligibles (commonly called OPM registers or Civil Service Certificates in the past). Examining authority under a master agreement with the Department of Interior was delegated for all occupations and grade levels with some restrictions.

ACWA and the Outstanding Scholar Provision: The Administrative Careers With America (ACWA) examination covers recruitment at the trainee or developmental (GS-5 or GS-7 levels) for over 100 2-grade interval occupations when the position has promotion potential to GS-9. These occupations include diverse series such as park ranger, safety and occupational health specialist, archives specialist, contract specialist, administrative officer, geographer, historian, etc. Applicants for ACWA positions can either apply and be rated and ranked in accordance with a court-approved rating schedule, or, can apply directly to any agency under the "outstanding scholar" provision of the ACWA exam. To apply under outstanding scholar provisions, an applicant must be a college graduate and have a CPA of 3.5 or higher, based on a 4.0 scale, for all completed undergraduate course work; or have graduated in the upper 10 percent of the class or major subdivision. NOTE: Because selection under ACWA (including through the outstanding scholar provision) is a **competitive** appointment, CTAP requirements apply and positions selecting officers want to fill based on outstanding scholar must be listed in AVADS for the 10-day recruitment period. □

Thanks to Charlotte Munson, a personnel specialist at the Seattle Support Office, for providing this summary. For further information, contact your servicing personnel office.

National Fire Management Intern Program

The NPS Fire Management Program Center initiated a national Fire Management Intern Program in October 1996. Similar in intent and design to the NPS Intake Program, its purpose is to continue professionalization of the Service's wildland fire program through a structured training and mentoring process. Other potential benefits might include providing "bridging" opportunities between technical or administrative fire positions and the professional fire management series (GS-401), and diversifying our workforce.

Fire management essential competencies (identified in the NPS Employee Training and Development Career Planning and Tracking kit) and interagency qualifications serve as guideposts for the Interns' development plans. The two-year development schedule provides core training to participants (such as "Technical Fire Management"), with much additional training in a variety of areas dependent upon the intern's background and needs. Since interns generally come from the fire ranks already, more personalized development plans (training; experience; prescribed fire, suppression and aviation qualifications attainment) are necessary, since individual skills may vary considerably.

An intern's program may be extended for an additional year, depending on needs of the participant, to provide well-rounded fire management skills.

A critical component to the program is the mentor Fire Management Officer (FMO). Selected participants are assigned to parks whose FIREPRO FMO's exhibit excellent management, supervisory and technical skills. Too, the park programs have to be of sufficient complexity to provide a spectrum of suppression, prescribed fire, aviation and supervision development opportunities.

Upon successful completion of the program at the GS-09 level, participants are assigned to new parks that have position needs identified in the national FIREPRO analysis: prescribed fire specialist, suppression specialist or assistant/fire management officer.

While the program is still in its infancy (only three interns in FY97), the desire is to expand it as FTE, funding and position allocation allow. For more information, contact the National Intern Program manager in Boise (Paul Broyles, Fire Operations and Safety, 208-387-5226).

Here are comments from the three participants in the National Intern Program:

Kristy P. MacMillan

Training park: Sequoia and Kings Canyon National Parks

Mentor FMO: Bill Kaage

Previous NPS Experience: Seven years as seasonal park technician/ranger (interpretation, resource management & visitor protection) at Great Smoky Mountains National Park, Natchez Trace Parkway and Buffalo National River; seven years as fire program clerk/fire program assistant at Buffalo National River (Arkansas Fire Management Group) and Wind Cave National Park (Black Hills Fire Management Group)



CAMP HANCOCK FIRE: This 1994 blaze consumed 6,000 acres at John Day Fossil Beds NM.

"I had little more than stepped in the door of the Fire Management Office at Sequoia and Kings Canyon National Parks, when Fire Management Officer Bill Kaage greeted me with "Hi, howya doing; you got your gear with you?" And with that question began not only a surprise trip to a prescribed burn at Grant Grove, but what has been so far an intense learning experience, and the opportunity of a lifetime.

"Opportunity is the single best word I can use to typify the Fire Management Intern Program. It's the opportunity to participate in fire management in parks with a long history of research, and a reputation for state-of-the-art fire management. It's the opportunity to work with such people as Assistant Fire Management Officer Ed Nelson, who has over 30 years of fire experience in these parks, and is, as we remind him no less than once weekly, a "walking fire history." It's the opportunity to participate in the Mineral King prescribed burn project, which is a test case for landscape-level management-ignited fire.

"Without the Fire Management Intern Program, I certainly would not be able to take advantage of all these great opportunities. However, in my nearly eight years in working in the branch of fire and aviation (now the Fire Management Program Center or FMPC), opportunity has been a characteristic of the branch and is what distinguishes it from other areas of the National Park Service.

I began working in fire in 1989 as fire program clerk at Buffalo National River in north Arkansas. The first full-time fire management officer, Dan O'Brien, arrived in April 1990, and within a matter of weeks, we had undergone our first regional audit and program review.

"Over the years, I've had the opportunity to serve on several details for the FMPC including four years as logistics chief for the National Wildfire Coordinating Group (NWCG) Training Working Team. Not only has the FMPC staff supported such details, but they

seem to take it for granted that all personnel are willing and able to participate in a wide variety of projects, and that such opportunities would be welcomed at the field level.

“Selection for participation in this developmental program is certainly beyond anything I could have imagined eight years ago, and so far, it’s certainly been the experience of a lifetime.

“However, like anything, there have been high and low points. High points include participating in prescribed burns in the giant sequoia groves and overflights of the spectacular backcountry of the Sierras. My personal low point (and one which was shared by several other classmates!) thus far was the two weeks of the statistics module of technical fire management (TFM) held at the Albright Training Center at Grand Canyon. Eight hours of statistics daily, followed by two to four hours of individual or group study time each evening was more than enough to convince me that my “math phobia” was thoroughly justified. Yet, I not only survived the experience, but I must have actually learned the subject matter (thanks to an excellent instructor and abundant help from other students) for since then, I’ve been using statistics on a regular basis, and strangely enough, my case of ‘math phobia’ seems to have disappeared.

“I’m certain that there will be many more highs and lows to life before the program is completed, but I’m also certain that with the support of the FMPC and the participant parks, it will continue to be a strong, viable developmental program for Fire Management in the National Park Service.”



Beth Card

Training park: Big Cypress National Preserve

Mentor FMO: Larry Belles

Previous NPS Experience: May 1988; Yosemite NP, four years as firefighter, helitack and fire dispatcher; four years at Golden Gate NRA as fire program clerk/fire management assistant

“Overall, I think the Fire Management Intern Program is a great way to support development of employees from the mid-level technical positions to lower-level management positions. In explaining the program to other agency personnel, the most common reaction I’ve received is, ‘Wow...sounds like they are doing it right!’ This reaction is due to several factors: the participation of the training parks and mentor fire management officers and the commitment at the national level to provide sufficient funding and FTE for the trainees, so training parks aren’t affected.

“As a training park, I think Big Cypress is great; not only do I effectively have three mentors (Jack Finley, suppression specialist, and Ken McLaughin, prescribed fire specialist, as well as FMO Larry Belles), but the rest of the park staff has been supportive as well. There is variety of experience to be had here, both in suppression and the active prescribed fire program. And the environment is completely different than any other place I’ve lived! The differences are really evident when I encounter unusual situations that go against all my years of training, such as fire burning across the water, and using a line of trees in a “strand” to stop a fire; it’s truly been an eye-opening experience.

“I think the placement of trainees in other parks in different geographic areas, is a real asset; being out of my normal area and

exposed to different ways of doing things, I feel I’m more open to alternative ways of accomplishing goals, and therefore, will be more likely in the future to choose the best option in a variety of situations. Another positive aspect of the program is the opportunity to make professional contacts with other agency personnel, such as in the Technical Fire Management (TFM) program, which has participants from the U.S. Forest Service, Bureau of Land Management and Bureau of Indian Affairs.

“The program is designed to allow employees to break through the GS-7 Technician ceiling and use their experience and knowledge for the benefit of the NPS and the interagency fire community. I believe it will fulfill it’s goals, now and in the future.”



Lisa M. Elenz

Training park: Grand Teton National Park

Mentor FMO: Len Dems

Previous NPS Experience: 1988, Grand Canyon National Park, North Rim, seasonal park ranger/fees (CWN firefighter); 1989-92, Yosemite National Park, Wawona - firefighter and station foreman/captain; 1993, Yosemite, Wawona Utilities - environmental health technician; 1994-1996, Yosemite, Wawona - captain.

“When I was asked to sign the mobility agreement, I didn’t realize it meant being mobile all the time. Although I was living and working at Grand Teton National Park, I was on the move and in training classes 19 of the first 32 weeks due to program and personal requirements.

“I had worked in Yosemite gaining a wide range of operational experience in structure fire, wildland fire, prescribed fire, EMS and SAR. It was a diverse work environment and always seemed to present new challenges and experiences. This was a great career start and foundation but it was time for a new challenge, one that would broaden my knowledge and enhance job opportunities.

“It was my plan to attend several courses before settling in and becoming part of the operation, but the calendar filled up due to course scheduling and availability. Although the whirlwind tour was a bit frustrating and exhausting, this rigorous schedule allowed me to attain a broad base of program management requirements. Since then I have been observing and coordinating day-to-day operations, participating in interagency operations, instructing classes, and learning the budget process and general program management duties. Currently I am updating the prescribed natural fire prescription criteria for the park’s Fire Management Plan (analyzing historic weather data used for the decision-making processes). Opportunities to gain experience and training will continue, allowing me to meet program goals and increase my professional skills.

“My mentor/supervisor as well as coworkers and park personnel have been supportive and positive toward the program. During the remaining year I hope to apply the knowledge I have gained as well as attaining more hands on experience. Now, all we need are some fires.” □

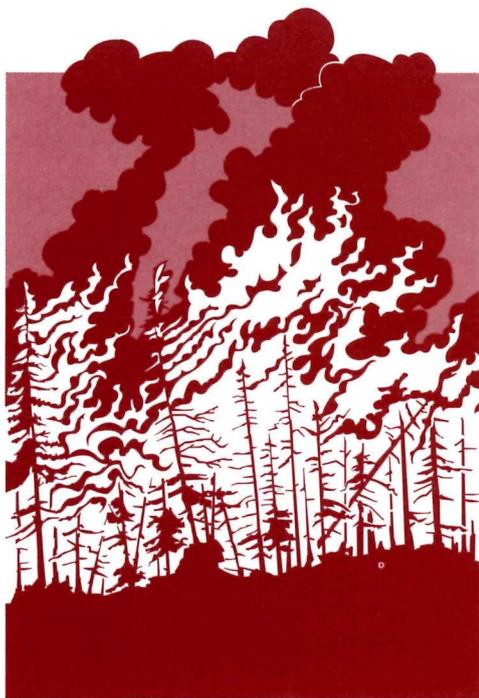
This article was compiled by Paul Broyles, National Intern Program manager, Fire Operations and Safety, in Boise and Kristy MacMillan of Sequoia and Kings Canyon National Parks.

Fire Policy

CULTURAL LANDSCAPES

H By John Lissoway

High-intensity crown fires are one of nature's destructive and costly paybacks resulting from unsound land use policies of the past. Increasing backlogs of untreated wildland fuels



often have created unprecedented volatile conditions. Cyclic maintenance burning needs also add to the fire manager's workload. As Secretary Babbitt has stressed in his talks on fire, both the number and size of planned ignitions must necessarily increase if managers intend to make a difference on fire-dependent landscapes. In addition, the NPS and several other agencies are reshaping fire policy more in line

with ecological principles.

But with any program expansion and change, other disciplines are impacted to some degree — and herein lies one potential source of conflict: the increased level of fire presence on cultural landscapes.

As project compliance workloads increase in an atmosphere of finite dollars, fire managers are scratching their heads over how to meet cultural resource protection objectives developed by cultural staff specialists who may not understand fire's critical role. These constraints very often touch on all phases of fire program management: planning, preparation, execution, and possibly research and monitoring.

Concerns raised by park cultural resource staffs where active fire programs occur have centered around a number of related questions. What are deemed sufficient levels of preburn site survey and data collection? What are the effects of direct heating on materials? How can fire people become more understanding of and sensitive to these irreplaceable cultural resources? Who pays for all of this?

Definitive answers to many of these questions may remain as elusive as the meaning of early rock art.

For cultural and fire staff at Bandelier National Monument over recent years, the fire-cultural learning curve has sharpened considerably. Both during and following the smoky classrooms of the 1977 La Mesa and 1996 Dome wildfires, knowledge was gained and old attitudes were changing. The reality became clear, once the smoke had settled, that cultural and fire people needed each other. Decisions made both in the heat of battle and from post-fire effects studies gave rise to what are now many of the cultural resource protection guidelines used in many wildland fire plans and NEPA documents.

For example, two important preburn protection strategies used routinely include removal of any heavy down and dead woody materials and/or totally isolating a site totally from a (potentially high intensity) flaming front. Measures like these are often contained within "programmatic agreements" with the state historic preservation office as an interim guideline until a nationwide policy review is completed. (It should be noted that state officials will likely never get the chance to actually visit the project area, but yet retain project approval authority.)

Well-planned cross training may help answer one of these questions. Fire program managers should involve cultural staff in basic firefighter training where appropriate, including workshops on fire ecology and fire effects, as examples. Similarly, the cultural resource staff can present workshops to fire people on subjects that touch on the cultural story, site and materials identification and protection, sanitation and other appropriate behaviors around sites during project work. This approach can help build mutual respect and trust.

Where program managers often go to the mat over is who pays for what. Survey costs can run to tens of dollars per project acre, depending on type of data being collected on each site and percent of total area covered. Add in costs of mitigation and any followup monitoring or research work and the tab begins to resemble a government defense contract.

How can the work be accomplished so that the resources benefit? The answer in large measure lies in the heads of the program managers. What kind of give and take is possible? What is the attitude of the agency administrator on this issue? The motivation to compromise is often driven by the fact that if nothing is done to reduce the potential, nature's balloon payment will come due — sooner or later — in the form of an uncontrollable, unwanted destructive fire.

The challenge for fire managers is how to effectively expand the scope of the fire program, complying with mutually developed cultural protection objectives, fostering understanding through cross training, and keeping program costs at a reasonable, cost-shared level.

Meeting this challenge will largely depend on management leadership in building and maintaining a mutually supportive, team-based park environment . . . from which everyone, including the resources, ultimately win. □

John Lissoway recently retired as the fire management officer from Bandelier NM.

Park Police Response to Law Enforcement Issues

By Capt. Michael J. Foster, U.S. Park Police
Golden Gate NRA

This article is in response to two articles published in the Spring 1997 issue of *Ranger*. I have debated whether to respond to these articles and voice my objections and disappointment. I finally decided to follow through and “say my piece” in hopes of clarifying certain issues and ending many misconceptions. I have addressed the two articles separately, although they are somewhat related.

PERSPECTIVE

Article One

Law Enforcement and the General Authorities Act - 20 Years Later: Survey compiled by Tony Sisto. I am always interested in learning more about my law enforcement (LE) ranger counterparts in the National Park Service. As a United States Park Police captain, working in the Golden Gate National Recreation Area (GGNRA), and having served over 22 years in the NPS, I was greatly disturbed — no — I was extremely upset by Question #3 of this survey. It asked this pro-LE ranger group about replacing NPS LE rangers with USPP officers, based on a perception of the two groups becoming “indistinguishable” from each other.

This question, which continues to surface in many different forums, is extremely harmful and counterproductive to the NPS LE function. I believe I can speak for Chief Langston, and all my fellow USPP managers and officers by saying:

We are not seeking to take over, nor do we wish to assume any additional law enforcement responsibilities in non-urban areas within the NPS.

I emphasize this point and put it to rest. Simply posing this question is inappropriate and inflammatory at a time when we need to mend and solidify the relationship between NPS rangers and USPP officers.

For the most part, park rangers and park police perform distinctly different and essential functions within the NPS. USPP officers have the luxury of focusing on the LE role in urban parks, monuments, and recreation areas. We do not train all officers to perform advanced EMT or fire services, because in most instances they are just minutes away from an ambulance or fire truck staffed with rescue specialists. We do not train all officers to perform search and rescue (SAR) duties because again, help is minutes away, provided by agencies highly trained in these specialized services.

Unfortunately, some respondents to the survey feel USPP officers are incapable of performing tasks delivered by the more “elite” NPS rangers. This dismisses those USPP officers trained as EMT’s and Paramedics in the Aviation Unit and Patrol Branch who are called upon daily to render emergency medical care. It also discounts Special Forces Branch (SFB), Canine officers, Boat Patrol Unit, and Aviation Unit members who regularly practice repelling, surf rescue, and SAR skills and perform these skills on a regular basis. And many USPP officers, investigators, and detectives are trained in and practice ARPA, resource protection, and fish and game enforcement when the need arises. To say USPP *only* does law

enforcement is simply not accurate. Even though we can perform multiple functions, *our mission* in the NPS is to focus on law enforcement because there is a need in the areas we are assigned.

As disturbed as I was to read about our “inability” to be as versatile and diversified as an NPS ranger, I found several other published opinions to be outrageous and downright insulting. Mary Martin’s statement that the USPP “view themselves and their mission as being separate and distinct from the NPS,” and that we don’t “fully embrace the mission and purpose of the NPS,” is particularly disturbing. As a 22-year employee of the NPS, I am proud of my role and contribution towards the mission. My entire focus is to serve and protect the parks by performing my duties in concert with the park’s goals and mission. Does the maintenance worker, budget officer, property clerk, architect, or contract officer not “embrace the mission of the NPS”, because they aren’t resource protection specialists? Of course not.

Walt Dabney’s inference that 083 series police officers are less valuable and a lower professional level than the 025 series ranger depicts an antagonistic “us vs. them” mentality which is harmful to the Service. Can’t distinct work units be different without being better or worse than one another?

Tomie Lee’s response to question 3, “Park Police officers do not (report to park management),” disregards the fine relationship the USPP enjoys with park superintendents and managers in Washington, D.C., and in the New York and San Francisco Field Offices, where our mission is to enforce laws and NPS policies in support of the operational priorities of those NPS area managers. In San Francisco, when the superintendent says jump, all we ask is “how high.” If we do not agree with the superintendent’s direction, we have a professional responsibility to voice logical and reasonable objections from a LE perspective. Once these objections have been made and noted, however, we support the superintendent’s decisions and report back the results. In the absence of clear direction, we perform our duties consistent with NPS regulations and in concert with superintendent’s policies/philosophy.

Tommi Lee’s final statement that “park rangers are still the cheaper alternative” was once true but is now inaccurate. For example, the chart below compares the cost of NPS ranger and USPP officer positions at GGNRA in San Francisco:

Position	Salary	45% Benefits	Total
Journeyman GS9/5 Ranger	\$40,028	\$18,013	\$58,041
Step 5 USPP Private	\$40,587	\$18,264	\$58,851

If you factor in the cost of special pay incentives for SAR and fire duty paid to line rangers which the USPP don’t receive, and consider subsidized park housing as an added cost, USPP officers may be the less expensive alternative.

Comparing the apparent cost of NPS criminal investigators and special agents to USPP investigators and detectives shows a com-

pletely different picture when the mandatory 25 percent Law Enforcement Availability Pay (LEAP) is factored in:

Position	Salary	LEAP	45%Benefits	Total
GS11/5 Criminal Invest.	\$47,047	\$11,762	\$21,171	\$79,980
Step 5 USPP Investigator	\$41,832	0	\$18,824	\$60,656
GS12/5 Special Agent	\$56,388	\$14,097	\$25,375	95,890
Step 5 USPP Detectives	\$50,829	0	\$22,873	\$73,702

What is missing from this comparison however, is an appreciation by many LE rangers that long before Ranger Futures the USPP and its bargaining unit, the Police Association of the District of Columbia (PADC), have encouraged, supported and are partially responsible for the increased salary and benefits now enjoyed by all NPS rangers. The “we are cheaper than them” philosophy is a losing argument, and the focus should instead be to ensure that *all* NPS LE employees are compensated equitably.

I will conclude this section by expressing my sincere desire that this type of “us vs. them” thinking rapidly changes. Every day I work with gifted and talented individuals wearing both the NPS ranger and USPP uniform. Until we collectively stop allowing this type of acrimonious discussion to continue, and instead begin working to define, understand and appreciate each unit’s unique and essential role, we will doom ourselves to organizational mediocrity.

Article Two

“**Law Enforcement: Don’t Let the Facts Get in the Way of Your Conclusions**” by Brian McHugh. It is always dangerous to view raw statistics without looking “beyond the numbers.” It has been said, “If you torture statistics enough, they will tell you anything you want to know.” It is also important to interpret and verify statistical data and what it means before drawing broad conclusions.

I am indebted to Brian for alerting me to several errors in our 1995 (and 1996) Annual Law Enforcement Report. In both years we omitted Service incidents, and as a result of an audit of the law enforcement function in the Presidio, we rechecked our figures and corrected the data for our annual report. The correct numbers for 1995 follow, with the first number representing USPP generated case numbers, and the second representing NPS ranger generated case numbers.

	USPP	NPS
Part One Incidents	257	74
Part Two Incidents	2,254	494
Total Part One & Two	2,511	568
Traffic Incidents	1,944	247
Natural Resource Incidents	5	9
Other Service Incidents	5,113	2,355
Total Incidents	9,573	2,923

Using these revised figures, the number of incidents per LE FTE increase to 115/94 and cost per LE incident decreases to \$627/\$547.

Several other misconceptions exist in this comparison, because within GGNRA, all LE civilian support is reflected under the USPP. The 19 civilians on the USPP staff provide dispatch, records, property and administrative support services for the entire park, and should be distributed proportionately between Park Police and the NPS rangers. The actual number of authorized LE FTE for USPP is 83 (50 Base and 33 Presidio), eight of which are criminal investigator positions, with only 75 FTE currently filled.

Another problem with interpreting annual LE report statistics is the diversity of reporting practices between parks. Many parks view every issued citation as an LE incident. This dramatically increases the numbers reported by the park and in fact describes work accomplished *but* is not in accordance with FBI reporting standards unless a written report is taken in conjunction with each citation. At GGNRA, counting individual citations issued without case incident reports taken would add over 30,000 numbers to our total incident count. Other parks report every contact a LE ranger makes, such as a computer-aided dispatch (CAD) recorded incident, regardless whether a case number or citation was issued. This also violates FBI standards, and if practiced by GGNRA, would add over 80,000 numbers to the total incident count.

Unless the numbers being compared are accurate and consistent (i.e. comparing apples to apples), no equitable conclusions can be drawn. For years it has been known that statistics vary widely in data collection methodology. I applaud McHugh’s efforts to examine the numbers behind the statistics (even if it did reveal an error on our part), and his conclusions that ask us all to keep examining how we do our work and to “make what you find better.”

In responding to these articles it is not my attempt to attack those who have contributed, but I feel it is important to comment on the animosity this type of article inevitably foments, and the harm it does to NPS/USPP relations. There is unfortunately a cadre of LE rangers (and some USPP officers) who appear to revel in this continuing acrimony. NPS/USPP managers must seek out these individuals and channel their energies away from encouraging dissension between the two units, and isolating the USPP in the NPS law enforcement system, and instead examine how each unit can best contribute towards the good of the Service. □

Michael J. Foster is a captain with the United States Park Police, National Park Service, at Golden Gate National Recreation Area.

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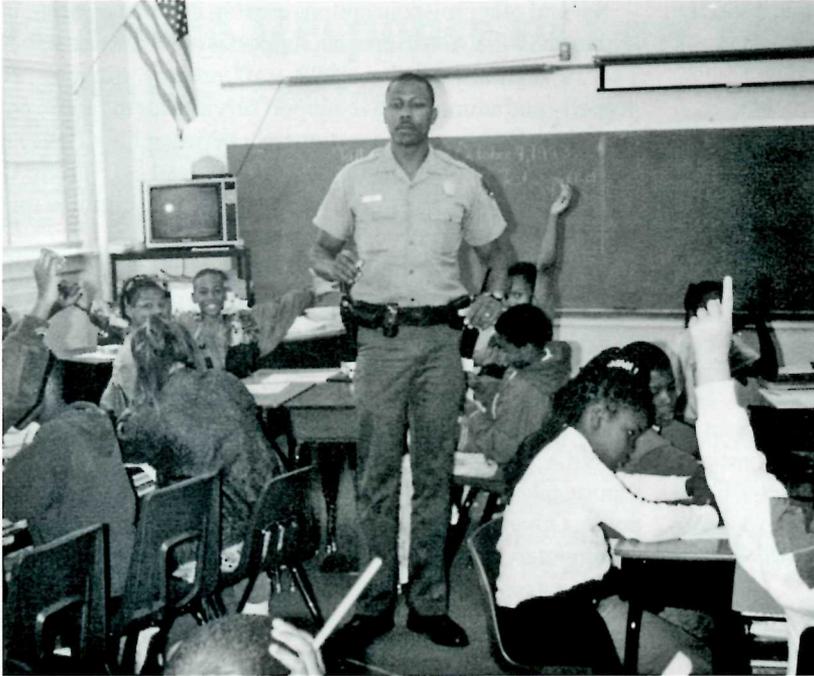
NPF awards grants to support the National Parks. In 1993, \$2 million in grants were awarded for:

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

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National Park  **FOUNDATION**



HELPING KIDS: Ranger Lloyd Morris teaches a R.A.D. class at Riverside Elementary in Mableton, Ga.

Irving V.R. Brock

Rangers Against Drugs Program

By Irving V.R. Brock and Katherine H. Collier-Brock

Editor's Note: *The Rangers Against Drugs program originated in the Southeast Region to assist in drug education in the schools. It is a program that assists those parks that can't easily participate in the Drug Abuse Resistance Program (DARE). Unlike DARE, ranger/educators going to the schools in the R.A.D. program don't need to have law enforcement credentials. Using similar concepts as DARE, the eight-week R.A.D. program has expanded to more than 10 parks in the Southeast Region, with 20 rangers trained in its techniques.*

All children should have the skills to identify problem situations and know how to react. These skills are not gained through osmosis or heredity, but are learned.

Rangers Against Drugs or **R.A.D.** is a program taught by park rangers to fifth or sixth grade students. It is an eight-week anti-drug program. Children learn about their national parks and identify with the park ranger. Most importantly, the students are taught about drugs and the effect on their mind and body from drug abuse. Students are also taught how to make good decisions, deal with peer pressure, use creativity in their refusals of drugs, as well as how to

respect themselves and others.

Atlanta's urban drug abuse problem spawned the R.A.D. program. From its humble beginning in the fall of 1992, until the present, a group of park rangers from three national parks in metropolitan Atlanta along with the support of the regional office, have developed the program throughout the local public school system. Meeting success locally, the program now has touched students as far away as Washington, D.C., Arkansas, Louisiana, Tennessee and Mississippi. In the Atlanta metropolitan area alone, R.A.D. has reached more than 3,500 students.

To have accomplished these achievements, the program requires a personal commitment from each instructor. Without a personal commitment, credibility working with children suffers. Next, to incorporate this in the schools, the trust of the faculty and staff was imperative. Principal Laura Acree of Peterson Elementary School, in the Atlanta Public School System, was the first one to give the school's full support.

Rangers Against Drugs Workshop

Now in its fifth year, the R.A.D. program has come together through rejuvenation of the curriculum in a recent R.A.D. workshop.

Held July 15-17 in Atlanta, R.A.D. instructors from Theodore Roosevelt NP, Natchez Trace Parkway, Prince William Forest Park, Martin Luther King Jr. NHS, Kennesaw Mountain NBP, Chattahoochee River NRA and the Southeast Regional Office participated.

Objectives were:

- To collectively update the Rangers Against Drugs program and have an instructor/student teaching tool consistent throughout the participating parks.
- To revise the curriculum material by adding, updating, editing or deleting course information, and offer new ideas, shared experiences and updates on students' progress.

The reality is that skills to survive in today's society are missing in many of our youths. Skills in making life choices, caring about one another, living life through dealing with conflict and refusing illicit drugs are very important.

The R.A.D. program is that tool. It takes *skills* to make good life choices as well as finding alternatives to making life challenging and rich. In 1992, we set out to develop a drug education program that would reach children, while helping to instill an awareness of the NPS, the agency's role and mission, and the public's role as stewards of the parks. It takes a lot in personal commitment, but it gives a lot more in return. This story tells you why.



Maria many times sat in R.A.D. class with her head held down. We would call on her to participate or answer a question, but she would only smile and nod. Later, we learned she was a new student who didn't speak much English. We, in turn, assumed that meant she didn't understand English.

The week of graduation, we received all of the students' required essays identifying what the class meant to them. Maria wrote an essay, but in Spanish. We couldn't read it, so a neighbor translated it. Maria had thanked the ranger for teaching her how to protect her and her family from illegal drugs. She also thanked us for giving her ways to say "no" to drugs. She learned that if she did drugs, it wouldn't only affect her, but her whole family. Even though she spoke little English, she comprehended what was taught.

Join a Prestigious Crowd



During the past 21 years of ANPR as an organization, many people have made the Association successful by being members of the board of directors, or by serving on task forces and committees.

At the 1997 Ranger Rendezvous in Fort Myers, Fla., new board members will be nominated. As summarized in the Summer 1997 issue of *Ranger* (page 24), these will be new positions with new duties.

Below is a list of the NPS people who have served on the ANPR Board of Directors in the past, and a brief summary of the new positions to be nominated this fall.

It is indeed a prestigious group of people! Although many are now in, or retired from management and other critical jobs for the NPS, they weren't when they served on the board. Most were field rangers and other field employees.

Dare to join them and run for one of the offices this fall! If you are interested, you can be nominated at the Rendezvous, or you may contact Cindy Ott-Jones, Elections Committee Chair, at (801) 684-2386. Her address is on the back cover of this issue.

Join them in our work!

R.A.D. Program *(continued)*

If you are interested in learning more about this program for your local community/school, please contact Judy Forte, chief of visitor services and education, at (404) 562-3108, or write to her cc:Mail address at judy_forte@nps.gov. □

Irving V.R. Brock is a law enforcement park ranger at Chattahoochee River NRA. Katherine H. Collier-Brock works in visitor services/protection at Kennesaw Mountain National Battlefield Park. They reside in the Atlanta, Ga., area.

Past Presidents

Name
Butch Farabee
Mike Finley
Maureen Finnerty

Rick Gale
Dick Martin
Rick Smith

Jim Tuck

Present Position

Assistant Superintendent, Glacier Superintendent, Yellowstone Associate Director, Park Operations and Education, WASO Assistant Chief Ranger, WASO Superintendent, Death Valley Retired as Associate Regional Director, Operations, SW Region Transportation and Information Director, Grand Canyon

Past Vice Presidents (not already mentioned as President)

Name
Rob Arnberger
Vaughn Baker
Tony Bonanno

Laurie Coughlan
Elaine D'Amico
Hal Grovert
Mike Hill
Jeff Karraker
Ken Mabery
Mack Shaver
Bryan Swift
Karen Wade
Bill Wade

Present Position

Superintendent, Grand Canyon Superintendent, Lake Roosevelt Team Coordinator, Education and Visitor Services, Santa Fe Unit Manager, Hampton NHS Assistant Supt., Everglades Assistant Supt., Yosemite Superintendent, Petersburg Superintendent, Capulin Volcano Chief Ranger, El Malpais Retired as Supt., Channel Islands Chief Ranger, Lassen Superintendent, Great Smokies Retired as Superintendent, Shenandoah

Other Past Board Members (not currently serving)

Duane Alire
Mike Barnhart
Bill Blake
Ray Brende
Dennis Burnett
Tom Cherry
John Chew
Bruce Collins
Bob Cunningham
Roberta D'Amico
Jan Dick
Carl Douhan
Bruce Edmonston
Brion Fitzgerald
Bob Gibbs
Jim Gorman
Sue Hackett
Jan Hill
Bob Howard
Sherry Justus
Chris Kinneary
Judi Kuncel
Wendy Lauritzen
Dave Lattimore
Steve Martin
Barb Maynes
Scot McElveen
Dave Mihalic
Dan Moses
Bill Orlando
Terry Pentilla
Noel Poe
Stan Robbins

Joan Anzelmo
Debbie Bird
Tony Bonanno
Paul Broyles
John Chapman
Cliff Chetwin
Carl Christenson
John Conoboy
Walt Dabney
Frank Dean
Dennis Ditmanson
Bob Dunnagen
Rick Erisman
Ken Garvin
Dan Gold
Hal Greenlee
Ken Harrison
Steve Holder
Ken Hulick
Mary Kimmett
Bob Krumenaker
Sue Kylander
Deb Liggett
Margaret Littlejohn
Daniel Mason
Patti McAlpine
Jim McKay
Will Morris
Rick Mossman
Cindy Ott-Jones
Bundy Phillips
Dick Ring
Roger Rudolph

Bill Sanders
Dan Sholly
Greg Stiles
Gery Tays
Pat Tolle
Debra Trout

Tim Setnicka
Roger Siglin
Fred Szarka
Dale Thompson
Kurt Topham
Judy Winkelmann

New Positions Open for Nomination — 1997

Education and Training

Coordinates efforts in providing education and developmental opportunities to improve knowledge and skills of park rangers and others.

President-Elect

Works with the President in broad Association actions, to follow with two years serving as President.

Internal Communications

Communications functions, including *Ranger* magazine, Situation Reports, e-mail, special mailings, etc.

Membership Services

Manages efforts to build and retain strong membership base.

Seasonal Perspectives

Ensures actions of the board reflect concerns of seasons and field employees.

Special Concerns

Coordinates ANPR activities relative to legislative and policy actions, including preparation of Congressional testimony and correspondence.

Fund Raising

Develops fundraising strategies and efforts to obtain financial support from external sources.

Strategic Planning

Develops annual working plans, linked to strategic plan, in conjunction with the board.

Professional Issues

Coordinates efforts with respect to the major occupations within the NPS. □

ANPR ACTIONS

National Significance and New Park Areas: New Area Criteria for the National Park System

(On July 24, 1997, ANPR President Deanne Adams testified before the Senate Subcommittee on National Parks, Historic Preservation and Recreation. This is the full statement of her remarks.)

Thank you, Mr. Chairman. Thank you for this opportunity to speak to the Subcommittee today about the national significance of National Park Service areas, and criteria that so identifies them.

My name is Deanne Adams. I am president of the Association of National Park Rangers (ANPR) and a National Park Service (NPS) 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.

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.

The importance of the determination of national significance for any new area admitted to the National Park System has always been an issue of keen interest to our Association, and one that we have commented on several times in the past before this and other Congressional committees.

Today's hearing on the review of national significance criteria, and the means by which new areas should be added to the National Park System, is one of utmost importance to the Congress, the National Park Service, and the American public who support and visit our National Park sites. We appreciate that the Subcommittee is holding these oversight hearings prior to the development of legislation, and focusing specifically on criteria and processes for establishing new park areas in the future.

National Significance

Although the National Park Service was created in 1916 to oversee a growing number of individual park areas, the first Congressional recognition of a "system" of parks was not until 1970 when legislation recognized a park system that was a "cumulative expression of a single national heritage" made up of parks that "derive increased national dignity and recognition of their superb environmental quality through their inclusion jointly with each other in one national park system..." [16 U.S.C. 1a-1]

Between those dates, hundreds of parks, monuments, historic sites, recreation areas, and other areas were added to the National

Park System. Indeed, the history of the creation of a national *system* of parks is not one of clear and concise long-term planning. Author Dwight Rietz in his book *Our National Park System* writes that "for all of its history, the national park system has been essentially an improvisation."¹

If this is true, we probably haven't done badly. With over 370 sites in the system today, the National Park Service and system continues to enjoy strong public support. Park employees at all park areas, from the smallest historic site to the largest natural area, continue to be avid spokespersons for their park area as part of the system, and continue to provide sound protection of and education about its resources and significance.

Yet, at what point does the system begin to become bogged down with sites that some may question as suitable for such national recognition?

Criteria

The National Park Service has developed in the past, and recently revised, a "Thematic Study" of general areas of American cultural and natural history that are or should be represented in some type of park or preservation designation. This "thematic study," first directed by NPS Director George Hartzog in 1972, has evolved to the comprehensive study of today.

Although such a thematic study can be effectively used as a professional analysis tool by the NPS and Congress to give some general direction to the establishment of new areas, it should not be the singular method by which we create a national system of parks. We support, rather, a general application of criteria that can help give guidance on what should and should not deserve status as a *national* park area, but not be so strict that the human emotions of a generation and its values can not be reflected and taken into account.

People have a passion for parks, and for the national park system in this country. It has been adopted by the world. While parks should never be created on passion alone, passion should not be squelched either



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. U.S. currency only.

Make check payable to ANPR.

Send to: Frank Betts

4560 Larkbunting Drive, #7A
Fort Collins, CO 80526

through a too technical application of criteria, or through an over-abundance of national parks of only regional or local significance that require “dressing up” through exaggerated historical interpretation.

When people visit and experience national park areas, from Zion National Park to Fort Smith National Historic Site, they should also be able to form a passion for the park idea in general, and historic and natural preservation in particular, whether local or national in scope.

Process

With this in mind, the Association of National Park Rangers has long been interested in having clear criteria established and applied for determining national significance of new areas to be admitted to the National Park System. The National Park System and Service consistently enjoy high public approval and support. This is due not only to the high caliber of employees, but also to the generally superlative representatives of our Nation’s natural and cultural heritage that comprise the system.

The danger of not applying clear criteria by which to judge additions to the National Park System is the proliferation of new areas of less than national significance and the impact of such new areas on the integrity of the System as well as on the operating budgets and staffing of existing units of the National Park System.

Mr. Chairman, the National Park System must not be threatened with mediocrity! To meet this threat, Congress must take three actions:

- ▶ tighten up the process by which new areas are added to the National Park System;
- ▶ assure that areas once authorized under clear criteria are funded through the appropriations process; and
- ▶ be prepared to discipline itself in following such an established process.

Therefore, we support the need to establish a comprehensive study process with clearly defined criteria for determining the suitability and feasibility of proposed additions to the System.

The National Park Service already has broad written criteria for national significance established in policy. It is not perfect and allows much subjectivity. But nearly

any system will be somewhat subjective, and must be, to maintain the element of passion required for broad public support.

The NPS should be able to initiate new area studies through a new areas study program, as well as respond to requests from Congress to do studies. Congress and members should be encouraged to join with the NPS when seeking expertise on possible new sites in their districts or states. The agency must promote, and the Congress should support, an understanding of the importance of our national parks system and service to assure continued public support. It is this public affirmation that provides respect and support for the political process in forming the park system.

We also believe that the legislative process must ensure that new areas are actually funded for acquisition, development and operation before they become new units of the National Park System. While we understand the distinctions between “authorization” and “appropriation,” it is vital that the link between these two processes be established when considering new area proposals. Otherwise, we will continue to see new areas authorized without additional funding being provided, with continuing dilution of the operational abilities in the existing system.

Conclusion

The park system of the next 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 through time. 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.”

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 National Park Service 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 National Park Service and System 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.

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.”

Mr. Chairman, 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. □

¹ Rettie, Dwight F., *Our National Park System: Caring for America’s Greatest Natural and Historic Treasures*; University of Illinois Press, 1995; p.14. In particular, Chapter One, “The National Park System” explores the creation and application of the NPS thematic study and other issues in defining criteria for national significance.

In Print

Preserving Nature in the National Parks: A History

Richard West Sellars; Yale University Press, New Haven, CT, 364 pp.

By Gary E. Davis

Channel Islands National Park

The concept of national parks, setting aside unbroken tracts of land and sea for the enjoyment of people, has been called America's best idea. In "Preserving Nature in the National Parks," Richard West Sellars meticulously traces the evolution of the national park concept and America's national park system from 1870 to the present. From beginning to end, he confronts readers with evidence that disputes tradition. Among other beliefs, he authoritatively challenges the romantic campfire myth of an altruistic birth of Yellowstone National Park and the na-

tional park concept. He offers in its place a pragmatic rationale more consistent with the times. This book is a scholarly presentation of carefully researched and documented facts, woven into an unbroken story.

The tale unfolds from the perspective of the National Park Service, the primary governmental agency responsible for conserving parks. It starts with the campfire myth and renowned landscape architect Frederick Law Olmsted crafting and shaping the National Park Service's mission "to conserve the scenery and the natural and historic objects and the wildlife [in parks] — unimpaired for the enjoyment of future generations." It ends with the 1993 creation of the National Biological Survey and the sweeping reorganization of the National Park Service in 1995. Throughout, readers get an insider's view of America's favorite government agency. As the story approaches the present, it necessarily shallows to encompass ever more territory, losing its rich historical texture, but gaining a journalistic

perspective that serves readers well.

Great new ideas always create tension and elicit vigorous debate. Sellars skillfully draws our attention to a series of tensions created by the national park idea that shaped the concept and its manifestations in the 20th century. Born as a dream of profit from limitless recreational tourism, the creation of national parks was an attempt to resolve the conflict over how to wrest the greatest good and profit from the land: consumption through private exploitation or through public tourism. Sellars also examines the tension between development in parks to facilitate access, lodging, and consumptive recreation versus wilderness preservation. Landscape architects, engineers, and biologists expressed conflicting interpretations of "unimpaired" during the 1920s and 1930s. This tension has evolved into a continuing discussion of scenery or façade versus ecosystem management.

Clearly, early promoters of national parks had no qualms about developing facilities in parks and consuming park resources. In promoting creation of the National Park Service in 1916, Robert Sterling Yard wrote in *The Nation's Business* "We want our national parks developed. We want good fishing. We want our wild animal life conserved and developed." The first two directors of the National Park Service, businessman Stephen Mather and lawyer Horace Albright, both believed the public needed to be enticed into parks with roads, lodges, and enhanced fishing, in addition to the parks' scenery and other natural assets. They set about building facilities, including fish hatcheries, and planting alien fish in parks as their first order of business for the new agency. They also believed they should 'enhance' the parks by suppressing fires, eradicating predators, and controlling forest pests and diseases, which they did vigorously.

At its inception, national park management was a new human endeavor. No one before had tried to preserve intact large tracts of wild land and seascapes for public enjoyment and to pass them on to future generations. Unlike forest and fisheries management that had centuries of precedent and practice, what park managers needed to do had no precedent. They were truly exploring the unknown and relied on extant professions for guidance. Foresters, landscape architects and engineers who used

Ten Years Ago in *Ranger*

Poaching. **Dave Essex**, then of Rocky Mountain, wrote the lead article on the international wildlife poaching epidemic. He cited cases in Shenandoah, Yellowstone, Acadia, Rocky Mountain, and Alaska. **Joe Fowler** wrote a companion article about Yellowstone incidents involving "bear claws, bison skulls, and coyote pelts."

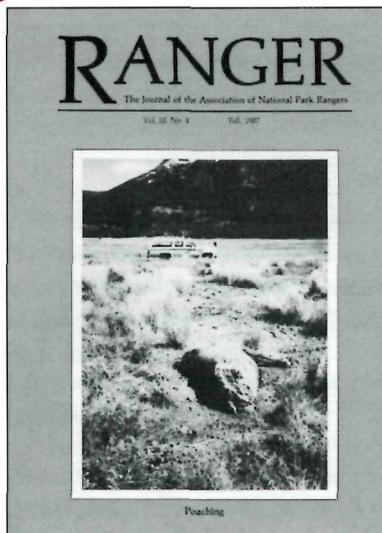
Letters, however, were more parochial. **Laurie Coughlan** of Gettysburg wrote about the "future of ANPR" and challenged people to become more involved in the organization; and **Phil Young** from Santa Monica wrote regarding the retention rate of rangers entering the Western Region's ranger intake program ("off to a good start" — see Summer 1987 and Summer 1997 articles about this program).

A comprehensive article on "Position Management" brought in perspectives from **Jim Loach** of Yosemite ("I recognize position management as a primary responsibility of the supervisor."); **Mike Hill** from Biscayne ("every field person in the division has three responsibilities — interpretation, resource management and visitor protection."); **Sue Bartlett** of Yosemite ("we needed to do a better job of describing the work before a good job of applying the standards could be done"); and **Mary Mar-**

tin from Yosemite ("my main message to managers and supervisors has always been that it is you and not the classifier who affects the classification.")

And finally, **Keith Hoofnagle** had his Rangerooms introduce the "New National Parks to Match America," including Graceland National Historical Park, Ecosystem National Park and the Madonna National Historic Site. Talk about national significance.

— Tony Sisto
Fort Vancouver



Ranger, Fall 1987

ANPR Reports

Retirement Task Group

Hanging in There When Markets Stumble

One of my favorite financial writers is Jonathan Clements who has a regular column in the *Wall Street Journal*. In one recent article he reminds us that with the 10 percent drop in the market in March and April of this year and the June 3 plunge of 192 points, it might be a good time to reconfirm exactly why you own stocks, bonds and mutual funds. He suggests the way to do that is to sit down and draw up an investment policy.

An investment policy is used by institutional investors to make sure they and their investment advisers have a clear understanding of what long-term strategy should be pursued and how much risk should be taken. But, like most of us, what if you don't use an investment adviser?

If anything, putting together an investment policy can be even more helpful, because it forces you to spell out your investment strategy. That, in turn, should help you to avoid panicky decisions when the market drops. You need to know what your personal attitude is toward risk.

To interrupt Clements thoughts here, let's look at your TSP first. Of course we are talking about the C Fund where all your contributions should be held. This, in my thinking, is sacred and, until close to retirement maybe, should not be compromised. By dollar cost averaging, which you are doing through your bi-weekly contributions, you are continuing to invest as the market slumps, thereby buying more shares of the fund as it goes down. Then when it goes back up (and it always has), you make more money because you have bought on sale, so to speak, and have more shares for the same bi-weekly investment. OK, back to Clements.

Try drawing up an investment policy. Take a sheet of paper and write down your answers to the following six questions:

What goals are you saving for? Most of us have a variety of goals, including buying a home, preparing for financial emergencies, saving for college and investing for retirement. You probably should have separate

savings strategies for each goal because they involve different time horizons, and hence, you should take different degrees of risk.

What is your target asset allocation? For each investment goal, you should settle on an asset allocation — how you will divvy up your money among stocks, bonds and cash investments like Treasuries and mutual fund money markets. This mix determines both your portfolio's long-run return and its short-run price gyrations. If you are five or more years from retirement or sending your kids to college, I suggest the growth mutual fund route in an effort to earn higher returns. But if your goals are closer, go lighter on stocks and longer on balanced mutual funds or other lower-risk investments.

How would your portfolio have fared historically? By reflecting on history, you can get an idea of how your portfolio is likely to perform and whether you have a mix that you can stick with in rotten markets. According to Ibbotson Associates, over the 50 years ended December 1996, Standard & Poor's 500 stock index (your C Fund) climbed 12.6 percent a year, long-term corporate bonds gained 5.8 percent, Treasury bills returned 4.9 percent, and inflation ran at 4.1 percent annually. But that trip wasn't always pleasant. The S&P 500 dropped 37.2 percent in 1973-74, while long-term cor-

porate bonds posted four consecutive calendar-year losses in the 1978-81 stretch.

How will you invest your stock portfolio? Clements thinks and I tend to agree that investors should aim to have a mix of stocks and funds that provide broad U.S. stock-market diversification, plus maybe a 20 percent to 30 percent stake in foreign shares. What if you want to stray from this mix? Write down what investment strategy you will use and how big a bet you are willing to make on any one market sector of any one stock. That way, you will be well aware of the risks you are taking.

How much will you save each month? The eventual size of your nest egg depends on the investment returns you earn and the money you sock away. To figure out whether you are saving enough, try playing with one of the personal-finance software programs, such as Quicken. However, don't lull yourself into complacency with optimistic projections. Your investment returns may not match the historic averages. Inflation, taxes and investment costs will all eat into your performance. As a precaution, I would build a buffer by saving more money each month than the software suggests. As Peter Peterson, president of the Blackstone Group, says, "Everyone must save more than they ever thought possible."

How will you go about tapping your portfolio for income? This question is most pressing for retirees or those about to retire, who are now or will be living off their savings. Dividends, interest and pensions will provide some spending money. But also consider keeping enough in a mutual fund money market fund or a short-term bond fund to take care of several months or up to a year's living expenses. That will provide you with a financial cushion, in case the rest of your portfolio — which might be invested in stocks and riskier bonds — gets hit by a brutal bear market.

Meanwhile, if you are still working, think about how you will tap your portfolio if a financial emergency strikes. You might hold some cash or short-term bonds to cover emergencies, while also making sure you have access to borrowed money through credit cards, margin accounts and home-equity loans. However, borrow from your TSP *only* when there is no other way out.

— Frank Betts
Retired



Retirement Workshop To Feature Q & A Session

A workshop at this year's Ranger Rendezvous (see page 22) will provide an opportunity to discuss and ask questions in an open forum about your particular interests regarding retirement investing, mutual funds, saving for education, estate planning, will & trusts, TSP, the new IRAs, tax questions and more.

The new tax law includes several items of importance to NPS employees. Frank and Kathy Betts will attempt to answer or find the answers to your inquiries. So get your questions ready and see you in Fort Myers, Fla., Oct. 14-18.

The Professional Ranger

Resource Management

Mandatory implementation of **Resources Careers** is looking more and more likely for fiscal 1999; the National Leadership Council has endorsed funding, but *out of park base increases* rather than a separate itemized increase.

By now each park has submitted its FY99 increase request, where it was to have itemized the needs for resources careers-related upgrades. Estimated needs for each park were sent to regional budget officers in August based on the information parks provided last winter. The entire implementation package (benchmark career ladder GS-11 position descriptions for the covered series, optional GS-12 "more than journey level" PDs, optional PDs for technicians at the GS-5, 6, and 7 levels, and implementation instructions) are to be wrapped up this fall and distributed to all areas soon. The committee is looking forward to completing its task and putting itself out of business.

One of the challenges of the NPS reorganization for every discipline has been the

lack of contact people since the demise of the old regional structure. The former regional chiefs played a role (for better or worse) as a "board of directors" for the Washington associate directors, at least in natural resources. In August, natural resources named an **Advisory Group** consisting of six superintendents, four regional office staff, two support office staff and two park resource managers. Nominees were made by the regions. It's a high-level group with of lot of clout — let's hope it can be effective.

Teams have been established to look at revisions to the **Resource Management Plan** software and the whole process of issuing and tracking **Collecting/Research Permits**. The former group, led by Deputy Associate Director for Natural Resources Abby Miller, queried the field as to what users liked and disliked about the current system. The group is recommending changes to be implemented when the software undergoes a major overhaul next year to take advantage of windows and Internet technol-

ogy. The latter group is looking into (finally) establishing a standardized set of tools for parks to use to manage research and collecting, again using the latest technologies. Contact Tim Goddard in the Natural Resources Information Division for more information.

Finally, a comment on the paranoia about **Biosphere Reserves** and **World Heritage Sites**. As this went to press, it looked like the Congress would prohibit the NPS and other agencies from spending any funds for "activities taken in direct response to the UN Biodiversity Convention"; other language would prohibit any funds for the Man and the Biosphere and UNESCO World Heritage Programs.

Just recently at Shenandoah, where our efforts to establish a Biosphere Reserve were put on hold because NPS and Forest Service managers didn't think the local political climate was right, we saw a letter to the local newspaper editor trying to stir up resistance to a supposed plan to "put a large area of Virginia under UN/UNESCO control."

Folks, we are in the midst of concerns about internationalism and black helicopters that run much deeper than most of us realize. The true story, that these designations are primarily honorary and convey no sovereignty, no funds, no zoning and no harm, is being overwhelmed by voices much louder than ours.

We need to start — and encourage our supporters in the community to start — speaking more often and more convincingly about the benefits of shared values, cooperation, resource and heritage protection before we lose the entire program. □

— Bob Krumenaker
Shenandoah

Missing ANPR Members

ANPR has lost touch with the following people. If you know their whereabouts, please send the information to ANPR, P.O. Box 307, Gansevoort, NY 12831.

Glenn Gossard	Page, AZ
Cynthia Morris	Davenport, WA
Linda Emerson	Hopkinton, MA



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The Association of National Park Rangers is celebrating its 20th 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
P.O. Box 307
Gansevoort, NY 12831

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

ANPR Members to Meet in Florida for 21st Annual Rendezvous

Make your travel plans now for the 21st annual ANPR Rendezvous Oct. 14-18 in Fort Myers, Fla.

The site is the Sheraton Harbor Place Hotel. Room rates for single or double occupancy are \$69 a night, plus tax.

Registration packets should have arrived in your mail shortly before you received this issue of Ranger. If you haven't done so already, please fill out and return your registration as soon as possible.

ANPR once again will hold the Rendezvous with the Association of National Park Maintenance Employees.

This year's program will once again be well worth joining your friends for. Here is a summary of the tentative agenda:

Tuesday, Oct. 14

1 - 2:30 p.m. Conference Opening
Welcome and Keynote Address on the South Florida project

3 - 5 p.m. General Session

Evening Social

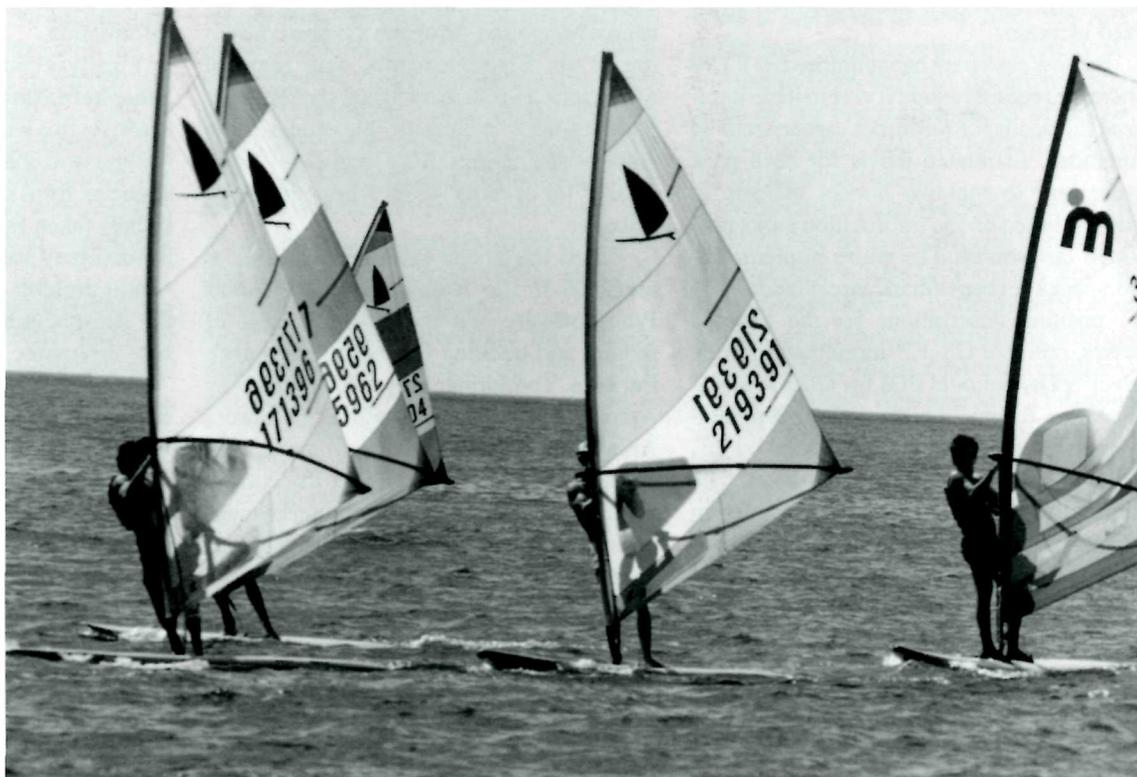
Wednesday, Oct. 15

7 - 8 a.m. Newcomers Breakfast (*free* breakfast for first-time attendees)

8:15 - 9 a.m. Door Prizes/Fines/Announcements

9 - 10:15 a.m. Mather Award Presentation
Keynote Address: Robert Stanton, NPS Director

10:30 - noon **Workshop Session 1**
State of NPS Training, Betty Browning et. al.
Models of Successful Fund Raising, National Park Foundation
Resource Management



SOUTHWEST FLORIDA: Ride the gentle Gulf breezes along the Lee Island Coast near Fort Myers.

Lee Island Coast

1:15 - 2:45 p.m. Keynote Address: Jim Maddy, National Park Foundation

1:45 - 3:15 p.m. **Workshop Session 2**
Corporate Fund Raising, National Park Foundation
Working the Seasonal Register, Maureen Foster
Interpretive Session, Dave Dahlen

3:15 - 5 p.m. General Session

5:30 - 6:15 p.m. Slug Run/Fun Run

6 - 7:30 p.m. Reception with Exhibitors
Door Prizes/Raffle Drawing in Exhibitors Hall
NPS "FilmFest" presented by Harpers Ferry Center

7:30 - 8:30

Thursday, Oct. 16

8:15 - 8:45 a.m. Door Prizes/Fines/Announcements

8:45 - 9:30 a.m. General Session

10:15 - noon **Workshop Session 3**
State of NPS Training, Betty Browning et. al.
Corporate Fundraising & NPS, Natl. Pk. Foundation
Personal Finance Q&A, Frank and Kathy Betts
Keynote Address/Q&A: Bill Chandler, NPCA
Park Legislation: Last Congress/Next Congress

1:15 - 2 p.m.

2:45 - 4:30 p.m. **Workshop Session 4**

- Models of Successful Fundraising, National Park Foundation
 Working the Seasonal Register, Maureen Foster
 Interpretive Session, Dave Dahlen
 5:30 - 7:30 p.m. Reception with Exhibitors
 Door Prizes/Fines/Announcements
 7:30 - 8:30 p.m. NPS "FilmFest" Part 2 - presented by Harpers Ferry Center

Friday, Oct. 17

- 8:15 - 9 a.m. General Session
 Open Space - What is it and why are we doing it? - Bill Wade
 9 - 10:15 a.m. Open Space Meetings or breakout in discussion groups
 10:15 - 11 a.m. Coffee with Exhibitors
 11 a.m. - noon Open Space Meetings or breakout in discussion groups or workshops
 Noon - 6 p.m. Free afternoon
 6 - 7:30 p.m. "Grudge Match" Volleyball Game: ANPR vs. ANPME
 8 p.m. Keynote Address by Sen. Craig Thomas of Wyoming (pending confirmation)

Saturday, Oct. 18

- 8:15 - 9 a.m. Door Prizes/Fines/Announcements
 9 - 10:30 a.m. **Workshop Session 5**
 Fee Demo Update, Meg Leffel et. al., WASO
 Personal Finance Q&A, Frank and Kathy Betts
 Ranger Advisory Groups: Protection, John Howard, ANTI
 11 a.m. - noon General Session
 Noon - 1:30 p.m. Informal Business Meeting (box lunch)
 2 - 3:30 p.m. **Workshop Session 6**
 Fee Demo Update, Meg Leffel et. al., WASO
 Ranger Advisory Groups: Protection, John Howard, ANTI
 4 - 5:15 p.m. Super Raffle and Closeout
 Open Space "report out"
 7 p.m. Banquet/Dance

Raffle

The regular raffle will return to its usual format this year. You won't have to make an anonymous donation to qualify to hold raffle tickets! Information received from Florida says that organizations can't sell tickets, but they aren't barred from suggesting minimum donations. Therefore, we will have several "suggesters" on hand with rolls of tickets to issue according to donations received.

Bring your hundred dollar bills and be prepared to make your usual generous donation. And don't forget to *bring* items to be raffled. If you want to send something, call Dan or Diane Moses at (801) 781-0826 for information. So start stitching, painting, drawing, building, whittling, knitting, carving or begging others for items to raffle.

Thanks to NPF

ANPR wishes to thank the National Park Foundation for its generous support of the Ranger Rendezvous. □

Letters *(continued from front inside cover)*

standards would be invited to stay in the program. The program as I experienced it had no such evaluation. Once people were selected, unless they went AWOL, which one did, they were in for keeps and jobs would be found for them. After people left SAMO we heard of them going to other parks where they weren't all particularly appreciated. There needs to be much stricter standards if these are the folks we someday want as our managers.

This is not to say everyone in the program was a wash. Not in the least. I remember Gus Martinez, whom Young mentioned, and he was and I'm sure is a very hard worker and incredibly friendly. And Rhonda Brooks works here at Channel Islands and is exceptional in everything she does. And there were others, names I don't remember, who I hope have continued with NPS. What we need is a program that will seek out and provide opportunities for more people like them.

*Cathy Schwemm
 GIS Specialist, Channel Islands*

ANPR Needs Retiree Category

Last winter when I received my dues notice I was quite surprised to see there was no longer a "retired" category. I returned the notice (without payment of dues) asking for an explanation, but to date have received no response. Arrival of a "past due" reminder has prompted me to ask once again for an explanation. I will also say, again, that while I enjoy reading some of the material in *Ranger*, I am not convinced membership in ANPR is worth \$60 per year (which is what I interpret as my new dues) to me. After all, retirees are not active (NPS employees), and I question that retirees receive \$39 worth of member services through the year. But beyond that, it is more a matter of principle than money.

In any event, I would still like an explanation and I will reconsider membership renewal if I think the reason(s) are sound.

— Dave Ochsner

ANPR President Responds

Thank you for your e-mail message about the lack of a retired category. I apologize that you didn't get a response when you wrote after receiving your dues notice earlier this year. I hope I am able to address all your concerns with this letter.

We just had our mid-year meeting of the board of directors and discussed the comments we've received on lack of a retired category. Most of the comments have been that retirees are looking for their own category and don't see a place for the retired member in our current structure. Our intent was for retirees to use the same sliding scale as current employees. To address that confusion, we've changed our membership form so it now reads "Active (all NPS employees and retirees)."

(continued on page 28)

ANPR's Mentoring Program — Don't Miss Out!

By Mike Caldwell
Lowell NHP

A NPR's mentoring program is worth checking out. As a highly motivated, though less experienced NPS employee, I have participated in the program for the past nine months and have learned a great deal about myself, the NPS and ANPR.

If you have specific questions about the program, feel free to contact either me or the program's facilitator, Bob Cherry. The program is great, and your participation could make it better.

What is Mentoring?

ANPR's Mentoring Manual defines mentoring as a "nurturing process in which a more skilled or more experienced person, serving as a role model, teaches, sponsors, encourages, counsels and befriends a less skilled person for the purpose of promoting the latter's professional and personal development."

Mentoring doesn't just happen on the job. I am sure that all of us have been part of a mentoring relationship at some time in our lives. At home, church, school, civic groups, clubs or athletics we have learned from how others conduct themselves, good or bad, and then we've built on it.

Mentoring in the NPS — Informal and Unorganized

Distance, rapid turnover, retirement, and time, make it difficult to establish effective formal mentoring relationships in the NPS. However, I know many in the agency have developed various informal mentoring relationships and have benefitted from these.

I have been very fortunate to have received advice, counseling, constructive feedback, and encouragement from NPS personnel throughout my career. Though these "mentors" have been a true force in my career, the one ingredient that was lacking was a formal, organized structure to facilitate the mentoring process. To my knowledge there is no organized mentoring program in the NPS. ANPR's mentoring program provides an excellent opportunity to fill this major void in our career development program.

ANPR's Program

The first step in joining the program is filling out the application to become either a protégé or a mentor. The protégé is the less experienced person who is seeking to enhance their career development. The mentor is the experienced person who voluntarily serves as trusted counselor and guide to the protégé. The application asks you to choose whether you wish to mentor/be mentored for your NPS career goals or for your participation in ANPR (or both.)

Once the application has been submitted, the program facilitator attempts to match you with another ANPR member with similar interests or areas of expertise. This may take some time — a proper pairing is fundamental to the success of the program. Once a match is made the facilitator helps to establish communication between mentors and protégés. The facilitator also makes periodic reviews of the program progress.

The main advantage to ANPR's mentoring program is that it is organized and facilitated. There is a series of processes designed to create an effective mentoring relationship, to guide the desired changes and directions of those involved, and to evaluate the results for the protégé and mentor. So remember, there are at least three people involved in the individual mentoring program: the facilitator, the mentor and the protégé. Mentoring is a team effort.

Keys to Success

1. Supervisory Support: Since this is not an officially sanctioned NPS program, consent of your supervisor is not needed to participate. However, it will make the mentoring relationship much more effective if the supervisor is involved. My supervisor has given his full support to the mentoring program. He understands that my participation does not undermine his supervision. He realizes that the program will make me a better NPS employee both now and in the future. In fact, during our periodic performance reviews, I'm invited to talk openly about the program's progress. If at all possible, get your supervisor's support. ANPR's mentoring program can make you a more valuable asset to your supervisor.

2. Communication: Finding the time to communicate is imperative for the program to work. Technologies such as the Internet help assist the process. You may also find it beneficial to speak with your mentor at least once a month, either in person or on the phone.

3. Honesty: Be honest about your present abilities and goals when talking with your mentor. One of the first things done for the protégé is an assessment of skills by the mentor. You may not always hear things you like, so be prepared. Be able to accept criticism; a different point of view on how your actions may be perceived by others can be quite helpful and enlightening. My mentor and I have discussed a variety of topics such as career options, job openings, training opportunities, NPS culture, leadership and management. Whatever the topic, be honest about how you feel. Don't be afraid to express your opinions to your mentor.

4. Action Oriented: A successful mentoring program doesn't just happen. You get out what you put in. The Mentoring Manual guides you as you develop a "goal-setting contract." It also helps you to complete the mentoring meeting reports — a log book of your progress. As a protégé it is your responsibility to initiate all actions. The mentor is there to assist and give advice, but the protégé must make the first move.

One of the best articles I've read in *Ranger* was by Ken Mabery and Jeff Karraker entitled "Preparing for a Leadership Role" (*Ranger*: Summer 1993). They identify some of the basic steps of setting up a personalized self-development program. Among these are: "Take a page from someone else's book." Mentoring allows us to take a page from another book and adapt those experiences to our own situations. Mentoring allows us to learn from others successes and failures.

If you have achieved your goals, try to remember the person or persons who may have shaped your career. You could be that person. As a mentor, you could improve the future of the NPS and guide someone like you (10 or 20 years ago.)

IRF Update



By Bill Halainen

Delaware Water Gap

The second world IRF Congress will either be under way or over by the time you read this issue of *Ranger*. During late summer momentum was building rapidly.

Through the assistance of Rob Milne, formerly of the National Park Service's Office of International Affairs and now with IUCN's World Heritage Center, IRF received a \$19,000 grant to fund the cost of attendance for a number of delegates to the congress. Registrations were being received at a steady pace, with well over 100 people from all over the world already registered for the meeting. And support was coming in from a number of Latin and South American nations.

All indications are that this meeting will be a strong follow-up to the first Congress, held in 1994 in Zakopane, Poland. Details will appear in the next issue of *Ranger*.

National Ranger Associations

Meanwhile, rangers in other countries have been busy with their national associations. Here are notes from several of them:

Italy — Augusto Atturo, president of ALAVA, writes that a seminar on the "Role and Duties of Park Rangers" was held during the Second National Meeting on Nature Parks at La Mandria regional park on May 24. Park personnel came from many regions. Italy has 335 people employed by regional authorities in local nature parks. Fifty-two national park rangers work at Gran Paradiso NP and another 17 at Abruzzo NP, the two oldest Italian protected areas. Other national parks are patrolled by agents of the National Forestry Corps, and the

Mentoring *(continued)*

If you are still early in your career, stay focused on improving yourself and explore ANPR's mentoring program. For everyone involved, mentoring is a great opportunity. Don't miss out! □

Mike Caldwell is a park ranger at Lowell National Historical Park. He can be reached via e-mail at mcanpr@aol.com or by phone at (508) 459-1784 (home), or (508) 459-1062 (work).

Italian government is preparing a new decree to assign about 1,000 forest guards to the 12 new national parks. Several regional parks are still without their own rangers. The need to describe the number and duties of park rangers under the 1991 national park law was discussed. Law enforcement, wildlife management and interpretation are the main duties of rangers. New regulations to obtain the same police powers for rangers in every region are needed. AIGAP, an Italian national association of park rangers and wardens, was created a few years ago, and has been revived. AIGAP was asked to join the IRF.

Sweden — Naturvardarna, the new Swedish ranger association, has published and distributed its first newsletter. The organization has also been accepted by the tax and register authorities, and now has a formal Swedish organization number. Dues are beginning to flow into Naturvardarna's account, and membership is growing — 10 during a recent 10-day stretch alone.

Romania — The Romanian Ranger Association, with the support of IRF, is set to become the first ranger association to be given the responsibility of managing and administering a national park. The Apuseni Mountains have been chosen as the site for this exciting project, and we hope to report on its development in the future.

Uruguay — A new ranger association has been established. Rangers had to join with park laborers who work in some different activities and with three nature guides to increase the number of rangers. A constitution has been created and been sent to IRF. The organization is seeking recognition by the government and hopes to have it by the end of this year. Three members, all true rangers, have spoken on radio programs. The association is looking at ways to raise money to support IRF. One possibility is to translate into English a book that association president Juan Carlos Gambarotta has written, then give IRF one half of the money received from sales. The book, "Mitai Birthday and Other Uruguayan Ecological Tales," has stories that deal with management of natural resources, national parks, endangered species, utility of native fauna and flora to the economy, and, as a contrast, the way Indians take care of nature.

Job Opportunity

Tim Adkins in Savanna Conservation Nigeria is looking for an experienced, motivated and enthusiastic ranger (or someone with similar background) for a position as a wildlife manager in Nigeria. The candidate needs to speak English and have a wildlife biology background and experience as a budget manager. The person will live and work in the bush with a minimum of supervision under difficult conditions. Adkins is offering a salary of about \$18,000 annually, plus 20,000 naira in-country allowance per month — a sum more than sufficient to meet all needs — and medical insurance. Families, unfortunately, can't be accommodated. The two-year contract will involve training local staff to take over area management.

Contact Adkins at this address: Savanna Conservation Nigeria, Suite 2b, Ahmed Talib House, 18/19 Ahmadu Bello Way, PO Box 9197, Kaduna, Nigeria. The telephone and telefax number is 062-233382. □

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Miles Fly By During Summer Trip

By Melissa Ford

This past summer my family and I took a cross-country trip by car. We drove a lot of miles, but it was worth it. On our first day our goal was to make it from the Denver area (our home) to the Black Hills of South Dakota.

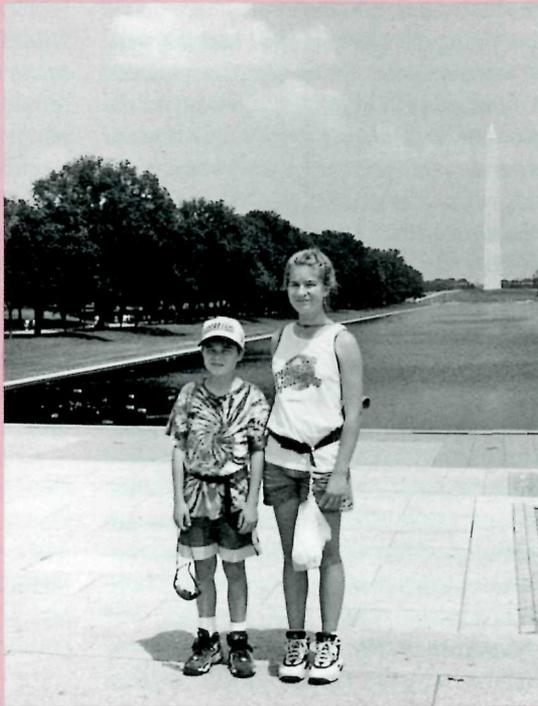
We got to Jewel Cave just in time to catch the last historic tour of the day. After a short, interesting talk about the history of the place, we headed to the cave. When we got there the ranger handed us strange lanterns. They were buckets with short candles inside — just enough light to explore the beautiful cave.

We stayed in South Dakota about five days and enjoyed many other sites, including Mount Rushmore, Wind Cave, Badlands and Custer State Park. We had to move on, so we headed southeast to Springfield, Ill., and decided to take a quick look at the Lincoln Home. When we got into the home, I was amazed at how pretty all the furniture was. The lamps had hanging crystals and the walls had beautiful art. That was a great experience. We already had learned what a great man Lincoln was by listening to "Abraham Lincoln: The Prairie Years" by Carl Sandburg, (books on tape), during our many miles across the Midwest.

The next few days were spent traveling through Indiana and the Ohio Valley. We visited Gettysburg, then turned south toward West Virginia.

At Harpers Ferry we rode the bus down the valley to the historic little town. We were wandering down the sidewalk and noticed a tour that had just started. We joined it and found that the ranger (Rodney Orndorff) had dressed up in period clothing. It was really fun learning about John Brown's raid and the fight against slavery.

My favorite ranger program was in Shenandoah. A ranger (Claire Comer) dressed up in a bonnet and aproned dress and had a really good country accent. She



NATION'S CAPITAL: Ryan and Melissa Ford explore Washington, D.C., on a hot day in June.

told us what it was like living in Shenandoah before it was a park. She had some very good stories all based on the theme of "viz 'tin" with the neighbors. She was great.

We also traveled to Jamestown and Williamsburg. In Jamestown we heard a program about the colony. The ranger (Burlyn Rogers) dressed up and had a very English accent. Sometimes he was hard to understand, but he was a good actor and teacher.

During our trip we also visited Washington, D.C., Assateague Island, the Great Smokies, Cumberland Gap and Mammoth Cave.

I enjoyed hiking in all of the national parks, and I had a really fun time. I'm glad I got to share the fun with my family. I definitely want to see more of the NPS sites throughout the U.S. □

Melissa Ford, a 12-year-old seventh grader, is the daughter of Ranger editor Teresa Ford and Karl Ford. She and her brother, Ryan, 10, fourth-generation Coloradans, joined their parents on a 6,000-mile, three-week journey across the heartland of America. They have traveled extensively in the West, including Alaska, but decided to venture to the East this year.

All in the Family

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

Send via e-mail to fordedit@aol.com or write to Teresa Ford, Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401. Changes of address should be sent separately to the ANPR Business Manager, P.O. Box 307, Gansevoort, NY 12831.

Tom Graham (BLRI 68-69, CUGA 69-71, DEWA 71-74, FLETC 74-77, LAME 77-84, OZAR 84-91, FLETC 91-95, retired 1-95) is the pastor at Munford and Bethlehem United Methodist Churches. He completed work at Wesley Theological Seminar in 1996 and was ordained a bishop in the North Alabama Conference of the United Methodist Church on June 7, 1997. He and **Peggy** have been blessed with two granddaughters and a grandson in the past year. Address/phone: P.O. Box 188, Munford, AL 26268; (205) 358-4733.

Billy Higgins (LOWE 89-97) has accepted a special agent position with the Bureau of Export Administration/U.S. Department of Commerce. He started in Lowell in the interpretive district before spending the last six years in the law enforcement division. Address/phone: 16 Pumpkin Brook Rd., Shirley, MA 01464; (508) 448-3615.

Randy Justice (GLCA 84, DEVA 85, GRCA 85-86, SHEN 87, LOWE 88-90, VAFO 90-97) is a law enforcement park ranger at Big South Fork National River and Recreation Area. Previously he was a law enforcement ranger at Valley Forge. He and his wife, **Karen Sweeny-Justice** (SCA at BISC 86-87, SHEN 87, LOWE 88-89, VAFO 90-96) have bought a house. Address: 2109 W. Third St., Oneida, TN 37841.

Allen King (CARE 78-80, BLM 80-82, CHCH 82-84, OLYM 84-88, CHIR 88-91, ELMA 91-97) is the fire management officer for the Pueblo Parks Group, duty stationed at Bandelier National Monument. Previously he was the chief of resource and visitor protection at El Malpais NM.

Scot McElveen (NATR 83, GUI5 84, GRSM 85-90, PIRO 91-92, ASIS 93-97) has moved from operations supervisor at Assateague Island to assistant chief ranger

at Death Valley. **Jeannine McElveen** (ASIS 93-94, Social Security Administration 94-96, Immigration and Naturalization Service 97) is a temporary administrative support clerk at Death Valley and hoping for something permanent soon. Address/phone: P.O. Box 500, Death Valley, CA 92328; (760) 786-2528.

David Olson (GRCA 90-95, EVER 91, BISC 93-94, 94-95, Department of Veteran Affairs 95-96, EVER 96) now is a permanent law enforcement ranger at Big Cypress. Previously he was a telecommunications equipment operator at Everglades. **Aimie Olson** (GRCA 92-93, Coconino National Forest 94, EVER 95, GRCA 95, EVER 96) is a seasonal interpretive ranger at Fort Pulaski NM. She left a job with the Everglades Chamber of Commerce. David and Aimie were married April 6, 1995, on Biscayne Bay in Miami. They hope to call a western or midwestern park home in the future. Address/phone: HCR 61, Box 108, Ochopee, FL 34141; (941) 695-2000, ext. 70; beeper: 1-800-872-9374.

Sarah Robinson (MACA 76, 89-92, ANDE 76-89, U.S. Army Corps of Engineers, Lake Sidney, Lanier, Ga., 92-97) is a park ranger at the Jimmy Carter National Historic Site in Plains, Ga. She left a park ranger position with the U.S. Army Corps of Engineers. Spouse **Mike Robinson** has been a carpenter at Andersonville National Historic Site since 1976. Address/phone: 225 Briarwood Drive, Ellaville, GA 31806; home, (912) 937-5872, work, (912) 824-4101.

Faye Walmsley (U.S. Customs 84, U.S. Forest Service 84-85, CHAM 85-86, MORU 86-92, MACA 92-97) is a supervisory park ranger and district interpreter at C&O Canal National Historical Park. Previously she was a park ranger at Mammoth Cave National Park.

Heather Whitman (YELL 88-90, RMRO 91-93, BLCA 92, THRO 94-97) is chief of administration at Amistad National Recreation Area. Previously she was chief of administration at Theodore Roosevelt National Park. If visiting Amistad, stop by to visit her at her home on 408B Nicholson St. in Del Rio. The lake has great scuba and sailing opportunities. Address: P.O. Box 421052, Del Rio, TX 78842-1052.

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ITEM	COST	QUANTITY	TOTAL
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Quill pen & pencil set with ANPR logo	\$28.00		
Bic metal point pen with ANPR logo (gray or black, circle color)	\$1.50		
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Large belt buckle, pewter (3-inch)	\$25.00		
Small belt buckle, brass (2 1/4-inch)	\$25.00		
Small belt buckle, pewter (2 1/4-inch)	\$25.00		
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Mail sales are temporarily suspended until Jeannine McElveen gets her office set up at her new residence in California. You may get these items and other products at the Fort Myers Rendezvous in October. Mail sales will resume after the Rendezvous. Thank you for your patience!

* 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 page 23)*

When we changed the dues structure at Rendezvous XX, we chose the sliding scale model and at the mid-year meeting we reaffirmed that is the structure we want to keep. The reasons for using the sliding scale for ANPR:

1. We need to encourage new employees to join ANPR. By giving students, seasonals and GS-5 employees a rate *below* our costs, we hope to bring them into the association and show them the value of ANPR so they stay members as their salaries (and their dues) increase.

2. To offset the costs of offering the reduced dues to lower paid employees, we are asking higher paid employees to pay extra. We recognize we have to find new ways of showing our members the value of their membership, so they will join the board in supporting this effort to bring in new members. Any suggestions from you would be welcome.

All the dues on the sliding scale are on the honor system, of course. If a member wants to renew at the basic \$45 level only, we won't have any "dues police" checking income levels!

I was pleased that you listed *Ranger* magazine as one of the benefits of belonging to ANPR. I am concerned, however, that you question whether retirees receive "\$39 worth of value." Last fiscal year our membership dues were used almost entirely on Ranger expenses. All the other benefits of membership were paid by fundraising and other activities. Since we do not have a paid staff beyond the part-time business manager and the contractor editor, all our revenues above membership dues are generated by volunteers. We could reduce our *Ranger* costs by soliciting advertising for the magazine, but our efforts to find advertisers have met with limited success. We have a new volunteer working on that area, and he may find some new sources for us.

The direct benefits that revenues above dues provide include the annual Ranger Rendezvous and related workshops, and other training such as the retirement and financial planning workshops given by Frank and Kathy Betts — all attended by retirees.

The indirect benefits include our ongoing



STOP: You're missing a good time if you don't sign up for the upcoming Ranger Rendezvous in Fort Myers, Fla. Turn back to page 22 to learn the details. Pictured here is Useppa Island in Pine Island Sound.

work with Congress and the Administration to support the perpetuation of the National Park System. This work is what gave rangers the 20-year retirement system, a career ladder for entry-level GS-5 rangers to the GS-9 level and an improved housing program.

Probably one of our greatest benefits is having an organization that promotes a strong sense of community, by having NPS employees and retirees working together, across division lines and grade levels, on projects of mutual interest. The annual Rendezvous is our premier social activity, yet during the year members work together via telephone, e-mail and mail to accomplish our goals. The benefits to a current employee are contacts with potential employees and employers. The benefits to retirees are staying involved with supporting national parks in a way that may be quite different from when employed by NPS and having a social forum for keeping in contact with NPS friends and acquaintances.

Supporting all our work, of course, are the costs of running the Association, including having board-of-directors meetings and paying a part-time business manager.

The members of our board of directors underwrite the costs of board meetings with their own funds. For board meetings held at the Rendezvous, ANPR reimburses only for one-half of a double room (we expect members to share hotel rooms) for the extra days

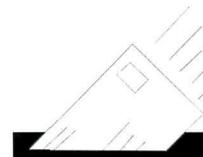
of the board meeting. We don't pay for any transportation to the Rendezvous nor for lodging during the regular Rendezvous time, since all our members must also pay their own way. At the mid-year meeting we reimburse airfare and lodging at a shared room rate. Members who want their own room pay extra. Several board members have consistently paid for all or part of their airfare and, of course, we are all on personal leave while doing the work of the Association.

I feel all members get a lot for their basic \$45 dues. All the members benefit from the work of a few dedicated volunteers who also spend a good deal of their own funds to keep ANPR effectively functioning. I hope this information has persuaded you to renew your membership, Dave. Please let me know if you would like further information.

— Deanne Adams
ANPR President

Make Your Views Known

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.



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 (all NPS employees and retirees)				
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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