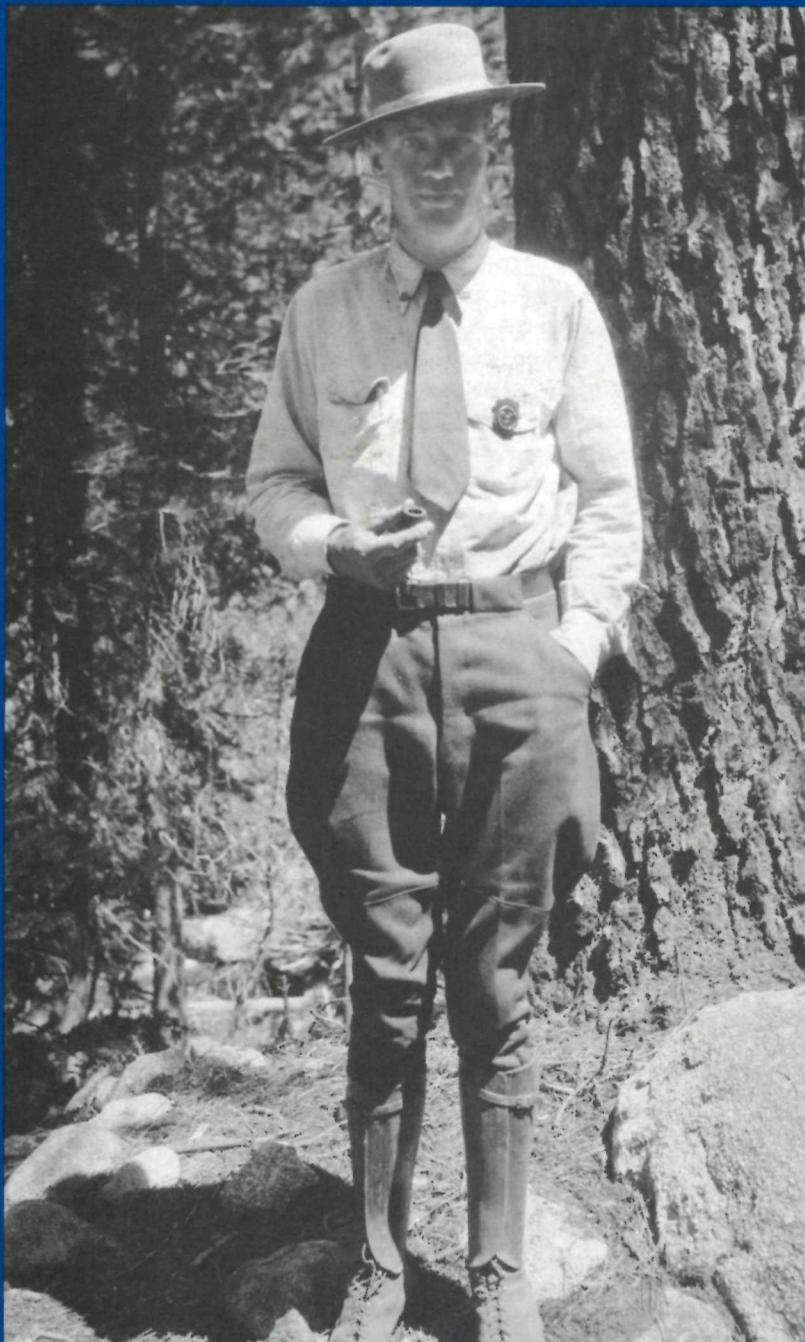


# RANGER

The Journal of the Association of National Park Rangers

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Vol. XIV, No. 2    Spring 1998



**Rangers, Lead The Way**

# Letters

## Post Script

This note arrived just as *Ranger* went to press the last issue. Some of the funds sent to the Nigerian rangers for the International Ranger Federation World Congress were raised by ANPR.

The rains still continue, with torrential downpours in the evenings. In Kamuku Game Reserve, the grass is still two metres tall, most of the rivers are still raging torrents, and the going is soft. It makes the normal routine 20 kilometer patrols impossible, but it's not too much of a problem — with the limited visibility, added dangers of unseen elephants, wider dispersal of game and the farming season, the threat from poachers is much diminished. It allows us breathing space for planning, training, re-equipping and farming.

All of the game guards are busy training for the start of dry season operations. It involves practicing patrol techniques, tracks, signs, ambush patterns, arrests and legal systems. It's designed to give staff maximum protection against dangerous armed

gangs of poachers, but still stop them from operating in Kamuku. We are very concerned about the populations of roan antelope, which are under severe threat at present.

While the rangers train, support is being enlisted from the state authorities for armed protection, but more important is the assistance from surrounding state authorities in turning back the poachers before they cross the borders. Discussion is also taking place about setting up environmental education units to help reduce poaching.

None of the ministry rangers has received any salary since May.

The help we have received from overseas has been tremendous. Thank you all in England, Scotland, the USA, Germany, Italy and everywhere. It has allowed staff to have a pair of boots, a belt, water bottle, beret and new uniforms. Other funds from you have been spent on first aid kits for patrols, stocking a clinic with drugs (and a nurse) for staff and families at the field station, and mosquito nets. The next lot of purchases with assistance from SCRA [the Scottish Countryside Ranger Association] will give everybody nets, improve staff housing, and provide camping equipment for five day patrols. You cannot imagine how much these simple things mean to the rangers out here. Thanks again.

Until we stocked the clinic, the nearest medical help was five hours away for simple things like malaria, up to seven hours away for gunshot wounds.

—Tim Adkin  
Nigeria



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## Editor's Note

In this issue you will notice more advertising. This is due to ANPR member Mark Harvey's efforts in recruiting ads to help pay for *Ranger's* publishing costs. Please support these advertisers by inquiring about their products.

Let us know if there are other products you'd like to learn about. Addresses/phone numbers for Harvey and the editor are listed on the back cover of *Ranger*.



## ROAD MAP for my heirs

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

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## Your Views Are Wanted!

If any article in this issue of *Ranger* strikes a chord with you, let us know your opinions. 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](mailto:foredit@aol.com).

# RANGER

The Journal of the Association of National Park Rangers

Vol. XIV, No. 2

Spring 1998

*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

Prospective authors should contact the editor or editorial adviser before submitting articles. Editor, Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401, (303) 526-1380 or [fordedit@aol.com](mailto:fordedit@aol.com). Editorial adviser, Tony Sisto, (206) 285-8342 or (360) 699-9307 or [anprpisto@aol.com](mailto:anprpisto@aol.com).

### Deadlines

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

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

### Change of Address

If you're moving, send a change of address card to ANPR, P.O. Box 108, Larned, KS 67550-0108.

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Cover: Seasonal ranger Lon Garrison, Sequoia, 1932.

## President's Message

The votes are in and ANPR has embarked on a new journey. (See election results on page 16-17.) With a lean and functionally focused board, we are now set to achieve many of our dreams of the past few years. Each issue of *Ranger* this year will give you vision statements from a couple of board members. In this issue we begin with Membership Services and Communications (see page 19).

This is a time of major transitions from the strong steady support of founding members to the next generation of rangers. For the first time in 10 years Rick Gale is not on the board of directors. He was our longest serving president and continues to work for the Association. For the first time in 15 years Bill Halainen will not be working on communications for ANPR and is instead putting his energies into the International Ranger Federation. I know that I can thank them on behalf of the membership for their years of active volunteer service.

Four of the 10 newly elected board members (Melanie Berg, Mike Caldwell, Rick Jones, Steve Shackelton) have never been elected to the board, while two of the newly elected (Cindy Ott-Jones and Dan Moses) haven't been on the board for a few years. We have good continuity with three regional representatives from last year being elected to new positions (Barry Sullivan, Gary Pollock and Lisa Eckert) and with the three officers continuing.

I am most enthused about the new president-elect position. Cindy Ott-Jones and I will have all of 1998 to work together and share expertise. By the time Cindy takes over as president on Jan. 1, 1999, she will have a good grasp of the critical issues of ANPR and will have the resources to move the Association into the 21st century. Her perspective is published below.

The first board action was to debate the merits of trying a spring Rendezvous in 1999. As you can see from the results of the poll (see page 16) the members voting on the issue did not give a clear direction to the board, with votes for the three options split: 35 percent for spring 1999; 22 percent for fall 1998 and spring 1999; 42 percent for continuing with fall only. After intense e-

mail and telephone discussions, the board voted to:

- 1) Have no Rendezvous in Fall 1999, but;
- 2) Have a spring 2000 Rendezvous, and;
- 3) Have a fall 2001 Rendezvous in Jackson, Wyo., for ANPR's 25th anniversary.

The new board will meet for the first time in Seattle from April 17-19. Friday will be a day of board training, then Saturday and Sunday will cover business. The meeting is in free meeting space at the new REI store and is open to any ANPR members. Please contact me if you want to attend and need further information. Contact any board member if you have agenda items for the board to consider. We hope to see you there. □



I am extremely excited to be given an opportunity to assist in setting the course for ANPR's new direction. But this is not my task alone. Our organization is truly at its most powerful when its members are dedicated to the advancement of issues they deem most critical. I will need everyone's help to stay abreast of these critical issues.

The April board meeting will be especially helpful to me, having been off the board for several years. This year of president-elect will give me time to absorb recent changes in the organization, and with your help, launch ANPR's vision into the new millenia! □



### ANPR Calendar

Board meeting, Seattle ..... April 17-19, 1998  
*Ranger* (Summer issue) deadline ..... April 30, 1998  
 Rendezvous XXII Tucson, Ariz. .... Dec. 8-12, 1998

# RANGERS, Lead the Way!

By John Townsend  
Midwest Regional Office



**CELEBRATION:** Charles W. Cook and Superintendent Horace Albright observe the 50th anniversary of Yellowstone National Park, 1922.

**W**hen my oldest son, Ian, walked across the stage at Texas A&M University to receive his diploma, he was wearing the uniform of a member of the Corps of Cadets. I was moved that day last December, and proud of my son's accomplishments.

But it wasn't the first time I had attended such an event there. Some two years ago I was at the university for an awards ceremony. It was one of the most memorable and moving award ceremonies that I have ever attended. What made it so moving was not just the awards or their recipients (my son was one of them), but the audience. In it were members of the Army's 2nd Ranger Battalion.

Fifty years earlier these men had climbed rope ladders up the sheer rock cliffs of Point Du Hoc, France, and silenced the gun emplacements there, helping to protect the Allied troops landing on Omaha Beach. As the president of the university was recognizing these men, recounting their heroism, he described the situation on Omaha Beach that day. It had become critical. It became imperative that the Allied troops get off the beach and move inland. Brig. Gen. Norman Cota, recognizing the gravity of the situation, came upon Lt. Col. Max Schneider, commanding officer of the 5th Ranger Battalion and asked, "What outfit is this?" Col. Schneider replied, "We're rangers, sir." And Gen. Cota gave the command: "Rangers, lead the way."

They did, spearheading the breakthrough that enabled the Allies to move inland, off the beach where they had been stalled too long. As a result of that action, "Rangers Lead the Way" became the official motto of the U.S. Army Rangers.<sup>1</sup>

The Army Rangers, I learned, evolved from the same bases as the park ranger did. The word "ranger" appears in the *Rolls of Parliament of 1455*, which refers to the "offices of foresters and raungers

of oure said forests." They were royal officers who patrolled the forests and parks, watching the game, arresting poachers, and assisting the kings in the hunt.

Likewise, the military ranger was employed on the American frontier as early as 1670. In their case, the name ranger came from small groups — versatile and skilled in woodcraft, much like the original rangers who patrolled the forests and parks — who scouted and patrolled, reporting that they had "ranged" some distance each day.<sup>2</sup>

While the military ranger has borrowed from us, the "real rangers," the ideas of "ranging," of versatility and of woodcraft skills, I think it is time for us to borrow from them and "lead the way." In fact, I believe it is *obligatory* for us to take the initiative and to have the courage to move the Service forward, spearheading the drive off the metaphorical beach where we have been stalled too long. Rangers, Lead the Way!

## Rangers and Leadership

At the center of leadership is storytelling. It is the telling of stories of identity and values to affect the thoughts, feelings and beliefs of others. Here are a few definitions of leadership that I have found particularly meaningful:

► "Leadership is oriented by the task of doing adaptive work. Tackling tough problems — problems that often require an evolution of values — is the end of leadership; getting that work done is its essence."<sup>3</sup>

► “Leadership involves persuading other people to set aside for a period of time their individual concerns and to pursue a common goal that is important for the responsibilities and welfare of a group. Leadership is persuasion, not domination. It concerns building cohesive and goal-oriented teams.”<sup>4</sup>

► “Leadership is all about caring.”<sup>5</sup>

Given this framework of leadership, where can and should we lead? I think there are several areas:

***First — Rangers can lead the way by ensuring that the Service is a caring organization.***

“There isn’t much demand for love and forgiveness in the NPS. Perhaps you will recall from the 360-degree evaluation that was associated with the leadership seminars that ‘caring’ is not a skill or attribute which the Service as a whole values.”

These words were written as part of a review of an article about the National Park Service family. Their author is a park superintendent of wide experience who was one of the cadre of leadership seminar facilitators. This observation was based on the results of nearly 4,000 data sets collected as a part of the leadership assessment questionnaire used in the seminar.

In short, the “caring” or interpersonal people skills and perspectives associated with leadership were rated as secondary to success in the Service.

This is not as it should be.

Not until the Service becomes a more caring organization, until the most important skills and perspectives important for success in the NPS are “respect for self and others,” will we solve our safety problem. Until then, when someone corrects an unsafe work practice, it won’t be seen as caring, but as interfering, and the person corrected will react accordingly.

Not until the Service becomes a more caring organization will we truly address fairness, justice, equity and diversity in the workplace. Until then, it will remain just a numbers game.

Not until the most important thing we can do is caring for our most valuable resource and potentially greatest asset — our fellow employees — do we have a chance of getting any real solutions to any of these issues.

We must ensure that the Service is a caring organization.

***Second — Rangers can lead the way by building, fostering and maintaining esprit.***

Clark and Clark, in the Center for Creative Leadership’s text, “Choosing to Lead,” point out that:

“Better . . . performance occurs when (leaders) develop a vision . . . resolve conflicts and problems in ways that shape values, communicate values and beliefs in daily routines and behaviors, identify and articulate stories that reveal shared values, and nurture the traditions, ceremonies, ritual and symbols that communicate and reinforce the . . . culture.”<sup>6</sup>

How do we do this? In several ways:

► ***We can build esprit with our uniformed appearance.***

There is a wonderful poster put out by the U.S. Marine Corps as a motivational item. It is a picture of Gen. Paul X. Kelly when he was Marine commandant. It is Gen. Kelly’s uniform and the poster’s caption that makes it so wonderful. The creases in the general’s shirt are razor sharp. His gig line is precise. His cover sits squarely on his head. He is fighting trim — lean and mean. And the caption reads, “You are the Corps’ best advertisement.”

Wearing our uniform properly is the easiest thing we do. If we can’t do that right how can we expect anyone to think we can do the harder things right?

If there were a similar poster, picturing a ranger in an impeccable uniform, next to a full-length mirror in your ranger station, how would you stack up? Would you be the NPS’ best advertisement? As rangers we are the most visible image of the National Park Service. We must lead by example. When



**ROCKY MOUNTAIN NATIONAL PARK:** Back row (left to right), Dave Canfield, superintendent; Slim Radcliffe, Central District ranger; John McLaughlin, assistant superintendent; Barton Herschler, chief ranger; Ernie Fields, ranger. Front row, Ray Gregg, chief naturalist; Merle Potts, ranger; Jack Moomaw, North District ranger; Fred McLaren, Western District ranger; and George Fry. Circa 1938-40.

we are in uniform, we should be the Service's best advertisement.

► **We can build *esprit* through our health and fitness programs.**

Winston Churchill said that "healthy citizens are the greatest asset any country can have." Our employees are our most valuable resource. If they are healthy they are also our greatest asset.

One of the best ways that we can improve our safety record is through health and fitness programs for all employees. Many injuries might be avoided if we had an active, ongoing employee health promotion program that included flexibility, weight management, low back and abdominal strengthening and safe lifting practices. We do not need "if you don't run a marathon when you turn 50, you're a wimp" fitness programs or program leaders. We have had enough of them, and they have been counterproductive. We simply need good examples and caring encouragement for healthy lifestyles.

► **We can build *esprit* through our awards and recognition program.**

Through the National Park Foundation we have been blessed with the Harry Yount National Park Ranger Award for excellence in "rangering." The problem that should confront the selection committees each year should be how to choose one person from the many outstanding nominees. It takes effort to make the nominations — to care. Is it worth it? You bet. There is something to be said, personally, professionally, and as a ranger for having one of your "brothers and sisters" receive the Yount Award from the President of the United States. It causes all of us to stand a little more proudly.

At the more local level we can adopt and implement a program like the Tobin Award used in the Columbia Cascades Cluster. They are based on the Groo award devised by a technician with the Forest Service. Does it cost a few bucks? Yes. Is there a cost-effective payback? Many times over. Can it make a difference? Absolutely.

► **We can build *esprit* through our approach to teamwork.**

John Wooden may be the most legendary coach in college athletics. His UCLA teams won 10 NCAA Division I basketball championships — seven of them consecutively. No one has, and probably ever will, come close to his record. He was once asked, "To what do you attribute your success?" His reply, "It is amazing what can be accomplished when nobody cares who gets the credit."

Divisions divide. And specialties within occupations tend to divide further. In nature, when things get tough generalists survive better than specialists. We are National Park Service employees first, then employees of the park where we are assigned, and then we are rangers.

"It is amazing what can be accomplished when nobody cares who gets the credit."

► **We can build *esprit* through personnel development.**

**"Let us lead the way in building, fostering and maintaining *esprit* so that there is joy of being a part of the National Park Service."**

"... the behavioral attributes that are absolute imperatives for effective leadership can only be demonstrated by (leaders) who (are) motivated by a high degree of moral altruism."<sup>7</sup>

The authors of *Ethical Dimensions of Leadership* define moral altruism as "a helping concern for others without regard for self-interest, even when such concern involves considerable personal sacrifice or

inconvenience."

The best legacy that we can leave the National Park Service is well-trained future leaders. Moral altruism.

► **We can foster and maintain *esprit* by celebrating our traditions.**

Last Aug. 25, on the 81st birthday of the National Park Service, the staff of the Midwest Regional Office got out old pictures, produced a timeline, opened the remodeled library, and invited the retirees back to share punch and cookies. Regional Director Bill Schenk cut angel food cake and rhubarb pie — the favorite desserts of Stephen Mather and Horace Albright — and served them to the oldest retiree and newest employee. We celebrated ourselves and the National Park Service, our traditions and what we are all about.

Howard Gardner wrote in "Leading Minds: An Anatomy of Leadership" that "... leaders fashion stories — principally stories of identity. . . . It is important for leaders to know their stories, to get them straight, to communicate them effectively. . . ." <sup>8</sup>

Where in your park are the Organic Act of 1916, the Act of 1970, and the Redwoods Act of 1978 posted? Have you written a personal, professional mission statement that guides what you do? What did you do in your park last Aug. 25 to celebrate the National Park Service, its traditions, its values? What will you do next Aug. 25?

Let us lead the way in building, fostering and maintaining *esprit* so that there is joy of being a part of the National Park Service.

***Third — Rangers can lead the way by communicating the core message.***

What is the core message? Simply that parks are the soul of America; they are a link with her past and a legacy for her future; they are special and sacred places. Parks are places to enjoy, to learn about, to learn from, to be inspired by and to care for. That caring requires a long-term view, sound scientific knowledge, proud professional people, financial resources, partners and supporters.

This should be the centerpiece of all of our messages to the public. It should become a mantra, a catechism, an article of faith for the American public. It must, if the parks and the National Park Service are to survive over the long term.

***Fourth — Rangers can lead the way in customer relations.***

As rangers we should be first in customer relations. What does that mean? Simply, service. Exemplary service. Every time, all the time. As George Hartzog wrote in "Battling for the National Parks,"



Teresa Ford

**ALPINE TUNDRA:** Ranger Sarah Marshall chats with a guest at Eielson Visitor Center, Denali National Park.

“These (rangers) were ‘people’ people, who each year served tens of thousands who visited the parks. Their personalities came through — individualistic, tough, self-reliant. Seasoned, savvy professionals, their camaraderie was spontaneous and catching. They loved their parks and were bound to a common code of service above self.”<sup>9</sup>

Service above self. Making sure that the visitor who has arrived at the visitor center one minute before closing is as well treated and shown as much courtesy as the first visitor of the day.

Going the extra mile to find the answer, rather than referring the caller elsewhere. Service above self.

***Fifth — Rangers can lead the way in personal integrity.***

An individual standard of personal accountability should permeate the entire organization, making the National Park Service more accountable and raising its collective integrity. This can require courage. A friend of mine, in commenting about her NPS job told me that, “being labeled as inflexible is the kiss of death around here, even if it means that you won’t look the other way on NEPA compliance.” What a terrible thing.

The chief ranger used to function as the alter ego of the superintendent. It was expected that the chief ranger would tell the superintendent when he or she was wrong or was managing too much. That took courage. Do we still have that courage?

Never in the history of the National Park Service have we been under such intense scrutiny. We can not afford to have a “fudge factor” in anything we do. Not in our VRAP data, not in our expenditures of recreation fee demonstration dollars, not in our SAR expenditures. Personal Integrity.

***Sixth — Rangers can lead the way by being strategic thinkers.***

“ . . . a small but reliable force . . . seeing that the game is protected from wanton slaughter, the forests from careless use of fire, and the enforcement of all the other laws, rules, and regulations for the protection and improvement of the park.”

Harry Yount wrote that about a hundred years ago and, in so doing, formed a bond with all rangers since. But how do we ensure that we are a reliable force?

By thinking strategically. By clearly and articulately identifying issues that confront us and by clearly identifying solutions to

problems. By doing completed staff work. We become strategic thinkers by being prepared. Are there new, better ways of doing business? Are the old ways, the tried and true ways, the best ways? Maybe. We must think strategically — outside the box.

**Conclusion**

There is a scene in the movie, “The Dead Poets Society,” in which Robin Williams takes the boys out into the hallway and has them listen at the trophy case. As he has them leaning over, straining to hear what the trophies tell them, he whispers “*carpe diem*, Do you hear it boys? *carpe diem*, seize the day.” For us that voice should say, “*carpe diem*, Rangers, Lead the Way! *Carpe diem*.”

In his farewell letter, Horace Albright wrote:

“We have been compared to the military forces because of our dedication and *esprit de corps*. In a sense this is true. We do act as guardians of our country’s land. Our National Park Service uniform which we wear with pride does command the respect of our fellow citizens. We have the spirit of fighters . . . as a power for good.”<sup>10</sup>

“Rangers, Lead the Way!” was the command given to the Army Rangers. Their motto became “Rangers Lead the Way.” The first was an order, the second is a statement of fact. We, as rangers, must lead the way so that for us, the original rangers, “Rangers Lead the Way” becomes, in the National Park Service simply a statement of fact. □

*John Townsend is the visitor services specialist for the Midwest Region. He has served as a park ranger naturalist, park ranger, supervisory park ranger, chief ranger and resources management specialist. His service includes assignments to Shenandoah, Lake Mead and Indiana Dunes. He has had special long-term details to FLETC and WASO. This article was adapted from a speech Townsend gave at a Midwest Region Chief Rangers Conference.*

<sup>1</sup> U.S. Army. (1987). “Ranger History”; Appendix F in “Ranger Unit Operations”; U.S. Army Infantry School, Fort Benning, Ga.

<sup>2</sup> *Ibid.* Quotes also used from “The Oxford English Dictionary,” 1954; as quoted in “To Protect and Preserve: A History of the National Park Ranger”, by John W. Henneberger; unpublished manuscript; National Park Service.

<sup>3</sup> Heifetz, Ronald A.; “Leadership Without Easy Answers”; Cambridge, MA: The Belknap Press of Harvard University Press. 1994.

<sup>4</sup> Hogan, Robert, et.al., “What We Know About Leadership”; *American Psychologist*, Vol. 49(6), pp 493-504. American Psychological Association, Inc.

<sup>5</sup> Townsend, Patrick L. & Gebhardt, Joan E., “Five-Star Leadership: The Art and Strategy of Creating Leaders at Every Level”; New York: John Wiley & Sons; 1997.

<sup>6</sup> Clark, Kenneth E. & Clark, Miriam B., “Choosing to Lead”, Center For Creative Leadership; Greensboro, N.C., 2nd Edition. 1996.

<sup>7</sup> Kanungo, Rabindra N. & Mendonca, Manuel, “Ethical Dimensions of Leadership”, Sage Publications, Inc.; Thousand Oaks, Calif. 1996.

<sup>8</sup> Gardner, Howard, “Leading Minds: An Anatomy of Leadership”, Basic Books/Harpers Collins Publishers, Inc.; New York: 1996.

<sup>9</sup> Hartzog, George B., “Battling for the National Parks”, Moyer Bell Limited; Mt. Kisco, New York. 1988.

<sup>10</sup> Albright, Horace. Farewell message to the Service, 1933.

# Ranger Image, Ranger Realities

By Bill Halainen  
Delaware Water Gap NRA

A few months ago, a friend with a long and distinguished record as a ranger in the National Park Service attended a regional meeting in his capacity as deputy chief ranger at one of our larger Western parks. During that meeting, he heard repeatedly that rangers were out of touch, that they were off course, and that they needed to go back to their roots, think about their real purposes, reconnect with other employees in the agency. He was so troubled by the tone and content of the message and the frequency of its repetition that he sent out a note on cc:Mail asking in essence, “What on earth is going on? Rangers are still doing the work of the National Park Service — protection of and service to people and resources. Why this disapproval, why the enmity?”

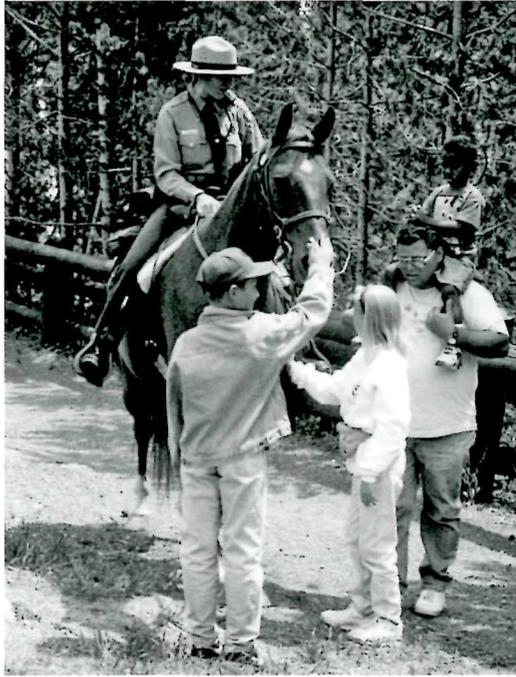
From one perspective, such perplexity seems surprising; from another, it's entirely understandable. While the gulf between rangers (in this article, the term will be employed to refer to protection rangers only) and other employees in the NPS has been growing in many quarters for some time now, rangers — like all professionals — can become sequestered and unaware of changes outside their field of specialization simply because they are so focused on their mission, the work that needs to be done to accomplish their goals, and the problems that need to be resolved to attain these objectives.

Simply put, rangers have a serious and growing image problem that is creating a rift between them and other employees of the agency that threatens to become permanent if not addressed in the near future. If you are a ranger and find this hard to believe, just ask around.

There are at least three significant factors in the evolution of this problem:

- the increased focus on law enforcement
- the intrinsic outlook of people who become rangers
- the shortcomings of agency training. No doubt there are others, but this assessment of the current situation will focus on those three areas.

These comments are the product of considerable reflection, many discussions with other employees, and a career spent largely in protection — as a commissioned ranger, as editor of this magazine for a dozen years, as a principal in the Ranger Activities Division in WASO during a decade of intense focus on advancing ranger training, benefits and professional standards, and as editor of both the division's newsletters and the Morning Report for the past decade.



**MOUNTED PATROL:** Ranger Julie Hannaford greets visitors at Yellowstone's Lower Falls Brink Overlook.

## The Law Enforcement Mission

Despite assumptions to the contrary, National Park Service rangers have always enforced the law. Although the technology, scope and complexity of enforcement have changed, the focus somewhat surprisingly has not. Problems as diverse as poaching, vandalism, theft and what are now known euphemistically as “crimes against people” were as much a concern in 1916 as they are now. Yes, there are more incidents today, but that's as much a function of the enormous growth in both the system and visitation as it is an indicator of increased lawlessness in the parks.

What has changed, though, is the professionalism that rangers bring to law enforcement duties. The improvements in every aspect

of enforcement over the past three decades have been momentous, but they have not come without cost. Let's take a brief look at what's happened.

Prior to the 1970s, law enforcement in most areas of the system was pretty laid back. A ranger typically drove an unmarked pickup truck, kept his weapon in a briefcase, and relied on verbal warnings and courtesy tags to gain compliance. There were some parks with higher profile enforcement — Lake Mead, Yosemite, Natchez Trace — but they were deemed exceptional, even aberrant. The organizational culture of the NPS held that rangers should enforce laws through charm and amiable persuasion. The “Friendly Protector of the Resource” was a verbal and visual image that was perpetuated.

The obvious flaw in that argument is that such an approach is entirely contingent on the attitude of the person on the other side of the violation. During the late 1960s and early 1970s, there was an upswing in people coming to the parks for other than traditional forms of recreation, and of predators who saw unwary visitors as easy targets. Traditional low-profile methods just didn't cut it.

The situation came to a head in the infamous fracas at Stoneman's Meadow at Yosemite, during which it became apparent that rangers lacked sophistication in law enforcement and would have to attain it quickly in order to handle violations professionally and protect both other visitors and themselves. This led to improved training and equipment, and to the passage of the General Authorities Act in 1976.

Over the two decades that have since passed, the gap between rangers and most everyone else has widened slowly — even imperceptibly at times — but quite steadily. The side effects of the move toward greater professionalism in enforcement exacerbated this trend.

High on the list of changes that rankled many non-rangers was the move toward wearing weapons at all times. Anyone in protection understands this need automatically (you never know when trouble will call), but it's harder for those outside the pale to truly grasp this essential truth. Even now, 20 years later, the practice is challenged by some managers. In this, as in other matters, a little more education and some sensitivity by rangers would have helped make the case, but we typically took the traditional ranger approach of taking the hill without worrying about casualties among the opposition, a number of whom were potential allies. In some quarters, to be sure, resistance was so high that no amount of education would have helped. But not everywhere.

Other changes, particularly high visibility changes, also proved to be irritants. Those of you who were not in the NPS in the late 1970s and early 1980s missed many a heated dispute, some of which may seem a little perplexing today. There was an extended debate over the length of gun barrels (two-inch vs. four-inch). There was a huge fuss over patrol vehicles, not only kind but markings, light bars and police packages. There was entrenched opposition to shotguns in vehicles. There were numerous skirmishes over other types of equipment — body armor, police radios and radar come immediately to mind. And there was resistance in many quarters to training at FLETC, deemed far too “police” like in nature.

Yes, these changes were necessary. But rangers today — particularly those who've entered the Service in the past decade — need to keep in mind that every advance on these fronts in most parks was accompanied by greater estrangement from our peers and by increasing hostility from unnecessarily (OK, necessarily in some cases) antagonized managers.

Then came the big changes brought on by the transition in the management of the Ranger Activities Division in Washington. Originally a low-profile office that mostly compiled reports and made some policy calls, it was transformed into an activist operation under several dynamic managers who were committed to fully professionalizing rangers by improving standards, benefits, training, funding and equipment.

During the period from 1984 on, major advances were made on almost all protection frontiers. But the gains made in law enforcement were the most noticed because of the groundwork laid for animosity between the already polarized camps. Some of the more significant irritants were the big push on drug enforcement (due at least in part to the sudden availability of drug money in the late '80s), the associated focus on special operations (with camouflage and M-16s and joint task forces), and the language contained in the first release of the current iteration of NPS-9. All of these led to a strong perception that ranger operations were turning into some kind of cross between urban police forces and paramilitary militias.

Then came Ranger Futures, 6(c), special law enforcement pay and related benefits. These all had serious economic impacts on parks and engendered more hostility, particularly through the occasional insensitivity of some of the more benighted in the ranger ranks.

The arrival of FOP on the scene a few years ago confirmed to many what they'd already come to believe — that rangers had

become police officers. Not a few people have argued that “the name says it;” that is, the Fraternal Order of *Police*. It doesn't matter that FOP has championed a wide range of professional issues, provided community services, and supported rangers throughout the system.

A final straw for many has been the push for a ranger union. Let's put the merits of the union aside for a moment and instead just look at the impacts it's had on many employees in the NPS in general. Advocates for the union see it as necessary to protect rangers' interests. Most others see rangers who've gotten almost everything they've sought (and deserved) for the past dozen years, including special pay and retirement, arguing for a union to further their interests and make additional gains. It's not unusual to find employees who believe that *all* rangers want to unionize, and that *all* rangers want to be police officers only.

Like it or not, the great gains made in law enforcement have engendered significant hostility throughout the agency.

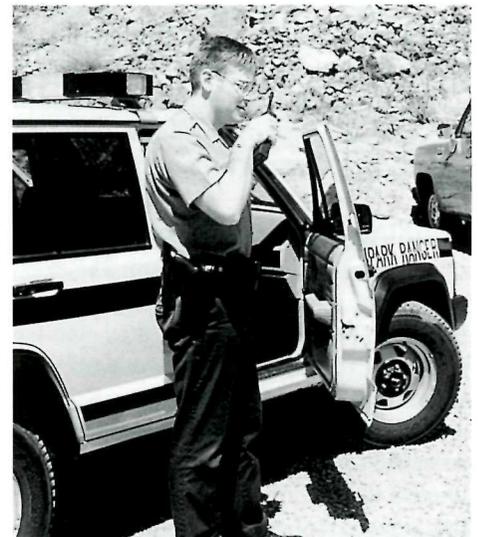
## The Ranger Outlook

The ranger profession draws some extraordinarily talented and dedicated people to its ranks. This is partly due to the nature of the mission, which has to do with nothing less than preserving the nation's heritage and its most extraordinary natural and cultural resources, and the nature of the work, which at its most challenging requires dedication, multiple skills, self-sufficiency, independence and courage. It is not unusual to find a ranger who is highly educated, uncommonly dedicated, and skilled and certified in everything from law enforcement to structural firefighting to emergency medicine.

But the attributes that make for good rangers can in some instances have corresponding shortcomings. Here are six that are most evident in the organizational culture (the author, incidentally, confesses to guilt on every count at one time or another in his career):

### Goal Oriented —

The ranger's dedication and resolute idealism fosters an ethic of “taking the hill” regardless of opposition. If you can do it with support, fine; if you can't, take the hill anyhow. This is a highly admirable trait, but when applied to internal matters sometimes leads to casualties among those who might be supporters with a bit of tact and patience.



**HOOVER DAM PATROL:** Ranger Mike Gardiner at Lake Mead NRA.

**True Believer** — The idealistic side of rangers makes them passionate on behalf of what’s “right.” Rangers sometimes argue from the heart without regard for facts or realities. It’s ironic that commissioned rangers who wouldn’t even think of attempting a prosecution in court without an air-tight case based on facts will on the other hand argue passionately for management to do the “right thing” without bothering to work up a defensible position. Moreover, it’s often implied that anyone who can’t see that a ranger’s argument is founded on truth and light is clearly either unenlightened or an adversary. This black-and-white approach based on emotion can be quite counterproductive.

**Real Work** — Related to the above is the protection ranger’s frequently voiced perception that he or she is engaged in the “real work.” Even if not explicitly stated, this implies that others are *not* engaged in valuable work; that interpreters and resource managers perform consequential but less relevant work, that administrators are paper pushers, that managers are generally just muddled bureaucrats. The sense of self-assuredness necessary to be a good protection ranger can exacerbate this. Again, counterproductive more often than not.

**Emergency Response** — Rangers are by nature “lights-and-sirens” responders who focus on highly effective short-term solutions. This is a critical ability, but not one that always works on long-term projects. All too often, attention fades or disinterest sets in.

**Skepticism** — The realities of dealing regularly with people who deliberately deceive you, try to hurt you, or are not smart enough to keep themselves from getting into trouble tends to make rangers skeptics and cynics. The former is useful if it doesn’t get out of hand; the latter is generally a liability. Both foster a lack of trust in others. Skepticism is a healthy attitude to have in protection and sometimes in dealing with your peers. But not all the time.

**Camaraderie** — The esprit de corps and sense of camaraderie that comes from working in intense, life-threatening incidents with a few peers tends to foster a “band of brothers (and sisters)” mentality. Us versus them. This leads to the creation of partitions between divisions and employees that need not exist.

Not all of these tendencies are present in all rangers, but there’s enough in the organizational culture as a whole to create an outlook that often grates mightily on other employees.

## Training Shortcomings

This is pretty straightforward: The agency has failed to provide most rangers in recent years with anything but law enforcement training, then wonders why they don’t understand the history, traditions, responsibilities and outlook of the profession or possess the attributes the agency believes they should have.

Gone are the extended orientation courses for new rangers at Albright. Gone are the “ranger skills” classes. Gone are all but the briefest introductions to operations. Gone (where they existed) are the field and OJT orientation sessions, the cross-training, the details to other divisions.

How do we expect young graduates from FLETC to have

anything other than a law enforcement perspective without these varied types of training and exposure to the full range of NPS policies, perspectives and practices?

## Conclusion

Together, these three aspects of rangers in the National Park Service in the 1990s — the emphasis on the law enforcement side of ranger work, the sometimes contrary nature of the ranger outlook, and the lack of training in NPS and ranger traditions and perspectives — have combined to cause a growing estrangement of rangers from the rest of the agency.

It is not, of course, a pattern that occurs with the same intensity or in the same form throughout the NPS. We all know parks where the separation among divisions is so minimal that there is essentially one seamless workforce. But we also all know parks where the cleft between divisions is deep and the feelings rancorous.

There is no easy solution. Broad-based training on the history and philosophy of the Service and the ranger profession will help a good deal. Ranger Activities is looking at such options right now, and has already begun to take steps to resolve the problem. Increased coverage of the other aspects of ranger work — emergency services, visitor assists, resource protection and more — will also help. The Morning Report will likely soon change in format somewhat to meet this objective.

But the real change has to be in the outlook of those within the ranger ranks *and* those in other NPS divisions and offices. Greater sensitivity will help, as will a commitment to working together to resolve problems of common concern.

It’s important to note here that this is *not* just the responsibility of rangers. Although this article has asked rangers to think about how they act and are perceived by others, it could as easily focus on the prejudices and misperceptions that other employees often harbor about rangers.

Ranger work is complex, frequently difficult and sometimes perilous. Almost every aspect of a ranger’s job is governed by the need to respond quickly and effectively to an impressive spectrum of problems and emergencies, not to mention some downright nasty people. It is a much misunderstood and often unfairly maligned profession. And downsizing is aggravating an already intermittently dangerous situation.

No doubt about it, we all could use help in our work. There aren’t many of us who aren’t suffering under the strain of increased work loads. When a ranger in an emergency or law enforcement situation needs help and can not get it, though, it’s likely that someone is going to get hurt. When there aren’t enough rangers to provide at least minimal effective patrols, it’s likely that an irreplaceable artifact will be lost or another endangered animal will be taken or a visitor’s property will be stolen.

The bottom line is that the NPS of the future will have fewer resources and smaller staffs and that, if we are to succeed, we will all have to work together more effectively and efficiently. In order to do that, we need to increase understanding and communications.

“There is only one thing worse than fighting with allies,” Winston Churchill once said, “and that is fighting without them.” □  
*Bill Halainen is the management assistant at Delaware Water Gap.*



Ken Phillips

## On Being a Ranger

By Jim Northup  
Grand Canyon

**Editor's Note:** Jim Northup, chief of ranger operations at Grand Canyon, sent an informal electronic note a few months ago to his staff entitled "On Being a Ranger." Apparently the message struck a chord with his staff, and several Grand Canyon rangers forwarded the message to friends and colleagues in other parks. Before long, e-mail being what it is, the message had spread all over the Service, where it was well received. Many rangers wrote back to Northup to express their appreciation for his message and its current relevance. *Ranger* asked Northup for permission to reprint the essence of his message, and if he would offer some comments on what motivated him to send this message to his staff.

There is an important story circulating in the Service:

An OPM investigator arrives in a park and interviews a GS-9 protection ranger. He asks the ranger "What do you do?" The ranger answers "I'm a law enforcement ranger." The investigator says "OK, but what do you actually do on a daily basis?" The ranger says "Well mainly, I patrol my area of responsibility, enforce park regulations, and write citations for offenses. I also perform EMS, search and rescue, fight fire when needed, a little bit of everything." The OPM investigator says "Wow, that sounds like a great job", travels back to Washington and promptly suggests that the NPS downgrade all similar positions to the GS-7 level, Servicewide.

This story has led to some very tough questions being asked about on what foundation we have chosen to build our image, and a Servicewide effort to remind all 025 protection rangers what our jobs are really all about.

I know we hate to hear it. I do too. But if you care about your career, we simply have to understand that the vast majority of the work we do in the 025 series; in law enforcement, EMS, structural

fire, wildland fire, search and rescue, SCUBA etc. (even on a combined basis), will *not* carry a GS-9 salary in the world of government classification of jobs. I know, it feels like a raw deal, it's unfair, they don't understand the work we do and the price we pay, but it behooves all of us to get smarter, and understand how the system works.

The basis of GS-9 pay under Ranger Careers is *resource knowledge*, making it our business to get to know everything we can about the natural and cultural history of our areas of responsibility, our park, and the visitor use patterns which impact upon these resources. To effectively protect these resources *and* the visitors, we hone skills in law enforcement, EMS, search and rescue, etc., but the *foundation* of the ranger profession — and GS-9 pay, is *resource knowledge* — being resource educators and resource protectors, regardless of your assigned district.

We have to ask ourselves honestly, where have we hung our heart, our soul, our image? I don't just mean here at Grand Canyon. I mean Servicewide as rangers? Let me give you two examples to illustrate my point.

One ranger is out running stationary radar. She is doing this because she knows, can articulate, actually show, that in the last year, her park has lost three elk along that stretch of road, and she and her supervisor have decided to try to slow traffic down in that area to protect the park's elk herd, as well as provide for public safety.

Another ranger is doing the same thing, but in this case because she has figured out that it is a great place to nail visitors for speeding and write a bunch of tickets. I would argue that one is doing legitimate park ranger work, but that the other needs to be retrained.

Is all of this just a matter of semantics: learning the right words to use? I don't think so. It is a matter of incorporating these values into our heart and soul, really looking at what is motivating us. According to government classification standards; like it or not; if we choose to hang our image on only being federal law enforcement officers, at least in the 025 series, that will not carry a GS-9 at the journeyman level.

(By the way, the Ranger Career Position Descriptions do not require us to become "resource managers" or "specialists." That is a different job series. They do require us to become resource educators and protectors with a good solid foundation of knowledge about the resources and resource issues in our parks and areas of responsibility.)

Having said all of that, let me make a few things clear.

I absolutely understand that some of our work is simply driven by the nature of our assigned areas and the need to respond to calls. I recognize that our assigned areas sometimes "shape" the work we do on a daily basis. This does not however prevent us from continuing to gain as much knowledge as we can about the resource, visitor use patterns that impact the resources, and when we are not in a response mode, making sure our efforts genuinely contribute to resource and visitor protection.

I absolutely support the best equipment, training and skills in all of our technical skill areas, including law enforcement, EMS, etc.

(continued on page 12)

By Dr. Kelly T. Redmond

Western Regional Climate Center, Desert Research Institute

**T**he trade winds, the steadiest winds on earth, blow from east to west in low latitudes. Every so often, in the Pacific Ocean, these winds slow, or stop, or a few times a century even reverse for a few weeks. When other circumstances are right, a complex feedback loop is set in motion. For a period of typically 12 to 18 months duration, the factors that warm the upper ocean gain the ascendancy over the factors that cool. The warmer ocean causes added clouds. Associated air motions reinforce the original warming factors. We refer to the resulting warmer water as El Niño. El Niño is not a current (although currents are involved), and is confined closely to the equator.

From various historical documents and natural evidence, we know that there have been about 120 El Niños since the year 1525, occurring irregularly about two to seven years apart, at an interval of about 3.7 years. El Niño itself is but one phase of a larger planetary scale phenomenon known as the Southern Oscillation. The other phase, less well known, wherein the same section of ocean becomes cooler than normal, is referred to as La Niña. About half the time this portion of the Pacific is in one phase or the other. La Niña occurs somewhat less often than El Niño.

### El Niño Impressive This Year

A scant 15 years after the biggest and strongest El Niño most climatologists felt they would see in their lifetime, another even more impressive one developed over the 1997-1998 winter. This is the most closely watched geophysical event in human history. The average person can follow its progress via the World Wide Web far better than the most inquisitive scientist could during 1982-1983.

Above the warmer water, increased cloud and rain liberates tremendous extra heat to the tropical atmosphere. The temperature difference between the tropics and the poles drives the belt of eastward-moving winds which endlessly circle the North Pole at mid-latitudes. In a normal winter this circulation expands and strengthens, responding to the increased pole-to-equator temperature contrast. With El Niño, the added heating further strengthens and forces south the upper winds over the eastern Pacific and North America. Winter circulation patterns change, and therefore, also the storm tracks and their attendant weather. In summer, when the circulation contracts and slows, tropical El Niño heating is much less able to interact with, and thus influence, flow patterns affecting the United States.

Although in the United States the main effects of El Niño are felt in the period from October through March, in summer and early fall one important influence is noted. Tropical storms and hurricanes in the Atlantic are suppressed. West of Mexico, the effect on the number of East Pacific tropical systems is somewhat ambiguous, but paths become more likely to recurve into the continent. These storms do not have to physically enter the U.S.



# El Niño

&

## America's National Parks

to affect weather. The enormous amounts of water vapor they inject to the Southwest's atmosphere can lead to extremely heavy rains far away from the dying parent vortex.

### Two Branches of Jet Stream

In El Niño winters, the jet stream, the core of the upper flow, often splits into two branches. The main southern branch, along the U.S./Mexican border, is greatly accentuated. As a result, wet conditions are more likely in a broad swath from California (usually southern) eastward to Arizona, New Mexico, southern portions of Nevada, Utah and Colorado, and along the Gulf Coast and southeast states. Most of the wettest winters on record in the Southwest are El Niño winters. This same swath tends to be cooler than usual, especially from Texas eastward. Southern snowstorms become less unlikely than usual along the same path.

A second, northern branch of the jet stream often diverts northward into Canada, leaving the Pacific Northwest, the northern Rockies and Plains, and the western half of southern Canada, with less moisture, and helps block southward intrusions of polar air to the Great Plains. Pacific storms tend to be shunted away from the northern Rockies, and more toward the southern coast of Alaska. Winters are both warmer and milder over the northern tier states, especially in the West. Both factors affect snowpack accumulation, the source of most summer streamflow, through higher rain/snow levels, a shorter cold season, and an earlier melt season. The Columbia River Basin happens to be geographically "favored" such that it shows a strong relation to El Niño, which brings lower streamflows the following spring and summer throughout the northern West.

Other features of El Niño winters include extra precipitation in the western High Plains, and generally dry conditions in the Ohio River Valley in spring. The south-facing coast of Alaska is wetter, and Hawaii often experiences dry weather, even drought. Though surrounded by water, Hawaii can quickly experience problems when rain slackens, because of the porous soil and rapid cycling of water.

La Niña, El Niño's opposite, also typically brings the opposite weather that El Niño brings. These conclusions are based on about 20 El Niños and a dozen La Niñas over the past seven decades. La Niña winters seem more consistent from one to another than El



Niño. There are some average or dry winters with El Niño in the Southwest, but there are no wet winters with La Niña. It is important to point out that El Niño "facilitates" the occurrence of certain types of weather, but it does not guarantee that same type of weather every winter. Each occurrence of El Niño has its own individual "personality" and effects, which can depart from the "group identity" of the overall class.

It is abundantly clear that the natural history of many of America's national parks has been affected by El Niño and La Niña. Variations in their physical environment have important consequences for all components in the intricate web of life, plant and animal, grizzly to bacteria. The entire assemblage has evolved over the eons, well-adapted to the variability of climate, and thus in essence to El Niño, La Niña, and all the other factors which influence the climate of any one particular ecological setting. El Niño has been present for thousands of years, and is thus effectively incorporated into the genetic and cultural histories of individuals, species and communities. As one example, there is plausible speculation, not yet proven, that the incredibly complicated and difficult life cycle of the salmon, and the length of its life, afford an ingenious way to smooth over the three- to seven-year variability associated with tropical connections to mid-latitude climate.

### National Parks Are Natural Labs

Among their many roles, national parks can serve as natural laboratories to learn how climate variability on yearly, decadal, and century scales affects other natural systems, and how those systems adapt to the imposed environmental fluctuations. These latter are both gradual and abrupt. El Niño and La Niña can act as the cause of disturbances, whose consequences can easily ricochet through these systems for decades and longer. The memories of wet El Niño winters in the Everglades and Death Valley, and dry ones in the Olympics, are retained both in living systems and myriad natural recorders awaiting only our cleverness to decipher their message.

Evidence strongly suggests that climate patterns irregularly shift between "regimes," lasting perhaps two or three decades. During

some of these, El Niño may be more or less prevalent than overall. No matter what, we can be sure that their long-distance influence will not go unnoticed by the natural systems in parks from Wrangell to Kilauea to Big Bend. Our own understanding of these connections is mostly a matter of how, and whether, we look.

For the mountain goat huddled against the icy north winds amidst the peaks of Glacier Park, or the stubborn trapper cursing the biting snow-laden breeze sweeping down over the North Woods of Voyageurs, it might at first seem illogical, and even ironic, to assign blame for the movements of arctic air masses to the La Niña occurring in a faraway tropical paradise. And for the well-fed buffalo of Yellowstone and the antelope of Theodore Roosevelt to ascribe the good fortune of a mild and benign "open" winter to the remote and obscure El Niño, where their distant marine relatives starve for lack of nutrients and prey, sounds at first like grasping for explanation. But our rapidly accumulating experience and knowledge are beginning to reinforce what our intuition has long told us: the earth's climate system is highly interconnected, is tightly integrated with its biologic systems, and those and other systems are probably intertwined to a degree that no imagination can now appreciate.

### El Niños Every 2.2 Years

It is interesting to note that since 1976, something seems to be different about the earth's climate system. There have been about nine El Niños, averaging once every 2.2 years, and only one "normal" La Niña (1988-89) and a second half-hearted La Niña in 1996-97.

During the period from 1991-92 through 1994-95, ocean temperatures in this region were nearly constantly warm, an extremely unusual circumstance never observed before. There is great mystery about what this is telling us: a heretofore unobserved natural occurrence, or a sign of a warming earth? No one knows for sure. □

*Dr. Kelly T. Redmond is the regional climatologist/deputy director of the Western Regional Climate Center, Desert Research Institute, in Reno, Nevada.*

### Web Sites for Further Information

The first links to the others, and those to many more.

- [www.wrcc.sage.dri.edu](http://www.wrcc.sage.dri.edu) (Links and maps for entire U.S., emphasis on West)
- [www.cdc.noaa.gov/ENSO](http://www.cdc.noaa.gov/ENSO) (Climate Diagnostics Center, Boulder)
- [nic.fb4.noaa.gov:80](http://nic.fb4.noaa.gov:80) (Climate Prediction Center)
- [www.pmel.noaa.gov/toga-tao/el-Niño](http://www.pmel.noaa.gov/toga-tao/el-Niño) (Pacific Marine Environmental Lab)

## On Being a Ranger

(continued from page 9)

None of what I have discussed here is to suggest that we should not have highly developed resource and visitor protection skills. Nor should it be viewed as criticism of any aspect of the ranger profession or anyone who has worked to improve those disciplines. These have been very important efforts. *We should not, however, confuse efforts to upgrade one aspect of our work, or administrative victories like 6c coverage, or higher pay, with a fundamental change in the park ranger profession.*

And perhaps most importantly, I want you to know that across the board, in all districts, I recognize and appreciate that we are doing a whole lot of things right — that the vast majority of our efforts are driven by both visitor and resource protection. There are too many good examples to list them all.

So, if we care about the ranger profession, and our own pay, we have to be careful. Each of us has to find our own words, but if an OPM investigator, (or anyone else) asks you what your job is, I hope we would answer something like this:

“I’m a national park ranger. I view myself as a resource education and protection specialist. I’ve made it my business to get to know as much about both the natural and cultural history of this area as I can as well as the visitor use patterns, and illegal activ-

ity which impact upon these resources. On a daily basis I talk to visitors and try to educate them about the area, and how to enjoy it without harm to the resources or themselves. As a commissioned law enforcement ranger, my primary — *but not exclusive* — duty is to enforce and investigate the violation of park regulations and the criminal laws of the United States. I’m also proud to be an EMT, perform search and rescue and serve on the park’s structural fire brigade.”

This may just sound like OPM babble to you, but I genuinely believe that we need to learn, not only to articulate our jobs correctly, but as I said before, incorporate it into our heart and soul. The more we articulate it correctly, the more we will remind ourselves that this is truly the essence of the park ranger job.

(As a side note, I would love to see us take the word “patrol” out of our titles. Patrol is a tactic, not a title. I hear it all the time; “I’m a patrol ranger.” I would suggest that you are selling yourself short. You are *much more* than “patrol rangers.” You are national park rangers in every sense of the title. Again, I know it sounds like nit-pick semantics, but I think how we refer to ourselves says a lot about our image of ourselves, and let me assure you, people are listening to our answers. When we provide answers that are inconsistent with our position descriptions, and the actual basis for our grade levels, it creates problems for the entire profession.)

In this light, the district rangers and I agreed to do the following things:

Each of them are receiving a copy of several good books on both the natural and cultural history of the park. These are presented as a small token of our appreciation of their fine work, but also as a reminder of the foundation of our jobs. Please read them if you have not already.

Each of them will receive a copy of the Ranger Careers Concept paper, signed by the director in 1994, and another copy of their Benchmark Ranger Career PD. These are well worth reviewing. Some of our critics say we have lost our focus and have failed to follow the intent of Ranger Careers. It is imperative that each of us know and understand what our PDs say about our jobs, and the basis for our grades.

As all of you know, we have put Ranger Competencies in place here at Grand Can-

yon. These competencies are intended to serve as a “road map” from the entry level to the GS-9 full performance level for 025 protection rangers. It defines what it really means to be a “full performance” protection ranger. In concert with the intent of Ranger Careers, there is significant emphasis in the Competencies in obtaining fundamental knowledge of both the natural and cultural history in the park and in understanding key resource issues. Every ranger and supervisor has a personal responsibility to make sure we are meeting these competencies.

We’re going to look for ways to incorporate more resource related topics into our training, along with the important skills training. We welcome your suggestions.

Thanks for listening. I care a great deal about the ranger profession as I know you do. I think some of the tough questions we are facing about the basis for our role and image are good food for thought. We must always be aware of the perceptions of our critics. Having said that, we should not allow ourselves to believe that we are doing everything wrong, because we clearly are not. We are doing lots of the right things and doing them well. But it is worthwhile to take an honest look at ourselves, try to regain our focus, rebuild the foundation — and to choose our words carefully.

□ □ □

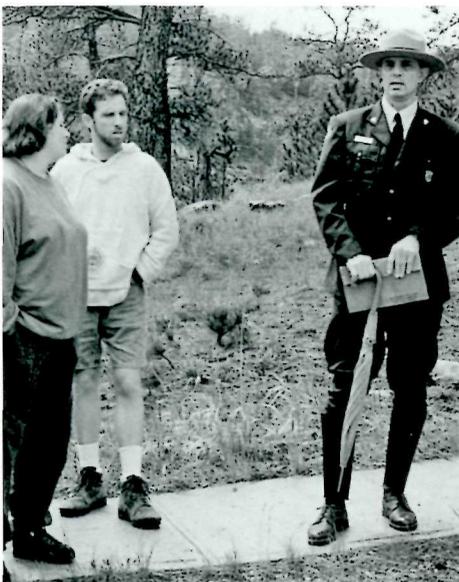
### Jim Northup’s Follow-Up Comments

It is fascinating to me that an informal and roughly written note to my staff would generate so much interest around the Service. I feel pretty humbled by the kind comments I have received.

As I review what I wrote, it does not appear to me that it requires much explanation. It seems to me to pretty much stand on its own.

I wrote this piece because I have been saddened by the criticism I have heard, all over the Service, that protection rangers have “lost our focus,” “are no longer interested in resource related issues,” “have failed to implement Ranger Careers as designed” and “are not making much of a contribution to the NPS mission.” We seem to have a severe image problem in some circles. It seems to me that as leaders within this profession, we have a responsibility to try to keep us focused, and continue to “point up” the mortar in the foundation as needed.

Having said that, I also believe some of



Teresa Ford

**HISTORIC TOUR:** Ranger Jack Howell prepares to take visitors into Jewel Cave.

the criticism focused on the protection ranger ranks is undeserved. We have an equal responsibility as leaders within the profession to point that out as well. Not all rangers have lost their focus. I fundamentally reject that protection rangers are no longer making a contribution to the accomplishment of NPS goals. Every day, throughout the National Park System, protection rangers, working in concert with other professionals, are doing an outstanding job of involving themselves in important planning efforts, protecting critical resources, serving visitors and upholding the fine traditions of this profession. These individuals and programs deserve to be recognized and rewarded. It is equally important that we, and our superiors, catch folks "doing things right." For anyone with their eyes open, it should be easy to do.

To borrow a phrase from Deb Liggett, I continue to believe that the protection ranger profession is a noble one. Our progress in completing the implementation of Ranger Careers and other important initiatives has unquestionably been impacted by the reorganization, but that does not equate to being asleep at the switch, or most of us believing that there has been a fundamental shift in the interests or the role of the protection ranger. There are many of us working together on the right things.

In the final analysis, I wrote this little piece to try to remind my staff, that when they get up in the morning, put on that uniform and take one last look in the mirror before walking out the door to work, that they should not base their image on any one aspect of the ranger profession, but rather, should swell with pride because they are a national park ranger—in every sense of the title; someone well grounded in the history and mission of the agency, highly knowledgeable about their area of responsibility, with multiple skills, applied professionally to protecting the most superlative resources of our country and our visitors. □

*Jim Northup has been a ranger for 18 years. He has served at Shenandoah, Cape Hatteras, Buffalo River, Fire Island, Grand Teton and Big Bend, before assuming his current position at Grand Canyon. He has served as an area ranger, subdistrict ranger, resource management specialist, fire management officer, district ranger, chief of ranger operations, and as a chief of resource and visitor protection. He also serves as the incident commander of the NPS Type I All-Risk Incident Management Team.*

# Walker Decision Threatens Law Enforcement Memorandums of Understanding

By Norm Simons

Golden Gate NRA

U.S. District Court Judge Walker ruled in July 1997 that a DUI arrest by a deputized U.S. Park Police officer outside of his federal jurisdiction, was invalid. The incident occurred when a U.S. Park Police officer in San Francisco, believing he was acting under a 1993 MOU between the city and county of San Francisco and the National Park Service, made a DUI arrest off federal property on the streets of San Francisco. The MOU stipulated that USPP officers/rangers could operate within San Francisco under the following circumstances:

- a. Verified emergency response;
- b. Incidents directly affecting the administration of Golden Gate;
- c. Probable cause felonies and felonies committed in the presence of and observed by USPP officers/rangers;
- d. Misdemeanors committed in the presence or USPP officers/rangers that present an immediate threat to the health and safety of the public;
- e. Mutual aid requests from the police chief of the city of San Francisco involving incidents that are above and beyond the ordinary performance of duty functions of city of San Francisco law enforcement agencies.

The defendant recognized that the Department of the Interior is authorized to enter into Memorandums of Agreement with other law enforcement agencies under 16 U.S.C. 1a-6(b)(1) when "rendering of *emergency* rescue, fire fighting, and cooperative assistance to nearby law enforcement and fire prevention agencies and for related purposes outside of the National Park System." (Italics added). 16 USC does not define "emergency."

The defendant argued, however, that the NPS was stretching the meaning of emergency. Judge Walker agreed with the defendant in the case and issued a ruling that, barring a felony committed in their presence, USPP officers/Rangers when outside

their jurisdiction, were not authorized to act under existing MOUs except under Judge Walker's narrowly defined "catastrophic emergencies." Deputized officers could only act to stabilize an incident, and must then turn the incident over to the agency having responsibility.

Prior to Judge Walker's decision, the authorized procedure for deputized USPP/rangers responding to an out-of-jurisdiction contact for a serious misdemeanor (i.e. a DUI) or felony committed in their presence, was to notify the agency having jurisdiction to respond, then contain and stabilize the incident until the arrival of the appropriate agency. If the agency having jurisdiction was unable to respond, they would request the USPP/ranger unit to act on the incident based on the existing MOU/deputization.

Given Judge Walker's interpretation of "emergency," NPS managers and the U.S. attorney's office in Washington, D.C., and San Francisco are wrestling with the dilemma of this decision, which could significantly alter Servicewide use of MOUs by the NPS.

This is not the first time interagency MOUs have been challenged. In a winter 1997 case at Big South Fork, NPS rangers responded to an out-of-jurisdiction request for law enforcement mutual aid based on an MOU. The responding rangers, never really involved in the incident, were initially successfully sued by the complainant due to a judge's ruling that NPS had no authority to act under the existing MOU. Fortunately for that park and those two rangers, the case was settled by the U.S. attorney out of court on behalf of the rangers.

Because of the serious nature of these and similar incidents, the NPS needs to re-evaluate the use and application of MOUs in law enforcement situations. The first concern will be the outcome of the Walker decision. Even in the event of an (expected) reversal by the Department of Justice, it won't necessarily take us out of the woods. The NPS needs to evaluate why, how, when and in

(continued on page 28)

# Enhancing Natural Resource Management

## — Recommendations —

By Richard West Sellars  
Intermountain Support Office

**EDITOR'S NOTE:** *Richard West Sellars, a historian with the Intermountain Support Office in Santa Fe, recently completed a history of natural resource management in the national parks, published in October 1997 by Yale University Press as "Preserving Nature in the National Parks: A History." Prior to this project he was chief of the Southwest Cultural Resources Center in the former Southwest Regional Office.*

**A**fter extensive researching and writing covering more than a century of national park history, I felt it was appropriate to indicate to readers my thoughts on what would constitute meaningful improvements to natural resource management throughout the national park system. In a very brief way, the book's final paragraph addresses this concern.

When asked in November to make a presentation to the National Park System Advisory Board on improvement of natural resource management, I elaborated on the recommendations made in the book's concluding paragraph. In December, at the request of Director Stanton, I made a presentation to

the National Leadership Council that repeated the recommendations made to the Advisory Board. Those recommendations are discussed below.

### BACKGROUND

In an age of ecological science, the extent to which the National Park Service manages parks in a scientifically informed way may be seen as a true measure of its commitment to ecological principles. It may also be a measure of its commitment to the ethical purposes that have always been implicit in the national park concept, but are more fully recognized today: that within these specially designated areas, all native species will be protected and preserved in their natural surroundings.

With careful forethought, ecological management in national parks can be compatible with visitor use and with the appropriate and necessary development to accommodate use. Certainly, facilitating use of the parks is a major managerial concern that must never be ignored. However, over time, the dominant attitudes and assumptions of the Park Service (associated with its continual focus

on visitor use and enjoyment) have impeded its full acceptance of ecological management principles.

Although the National Park Service has long declared that resource preservation is its primary mission, this has never been reflected in the organizational alignments within parks and central offices, or in budget, staffing, priority setting, and management operations — factors that themselves reflect true priorities. In order to bring the management of parks in line with the Service's declared primary mission, park and central office organizational alignments, operations, priority setting, and allocation of dollars and staff resources must reflect resource preservation as the highest of many worthy, competing priorities.

### RECOMMENDATIONS

These recommendations are based on eight years of in-depth research and analysis of natural resource management in the national parks since the establishment of Yellowstone National Park in 1872.

#### 1. General

Rather than calling for yet another taskforce and report on scientific resource management, the National Park Service should proceed with the adjustments necessary to ensure that its primary mission of resource preservation is indeed its primary focus in national park management. From whatever source the Park Service acquires its scientific information (from the Biological Resources Division of the U.S. Geological Survey, other government researchers, Park Service staff, or universities), it should ensure that national park management is based on scientific knowledge and ecological awareness. This involves — but is not limited to — the procurement, oversight, interpretation, and application of research, inventorying, and monitoring for purposes of ecological preservation and restoration by Service professionals trained in the natural sciences and skilled in management. Such knowledge should be used to inform and guide all park activities that affect natural resources.

Natural resource management should be fully integrated into all levels of management, building on existing initiatives from inside and outside of the Park Service, including *The Vail Agenda*; *Science in the*



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National Parks; Science in the National Parks II: Adapting to Change; Resources Careers; the Natural Resource Professionalization Initiative; Natural Resource Management Assessment Program (NR-MAP); Government Performance and Results Act; the National Park Service's Strategic Plan; and recent reports by the Government Accounting Office entitled "Difficult Choices Need to be Made About the Future of the Parks" and "Park Service Needs Better Information to Preserve and Protect Resources."

## 2. Establish high-level, line-authority positions

All parks and central offices (including Washington) having substantial natural resource responsibilities or substantial potential to impact natural resources should have an upper-level management position (superintendent or other) filled by an individual professionally trained in natural resource science and management, and holding supervisory line authority over all park or central office operations, priority setting, and allocation of staffing and funding.

As the office having the most pervasive impact on natural resources throughout the National Park System, the Denver Service Center should come under such an arrangement. Also, below upper-level management, natural resource management professionals should have signature authority over all individual Service Center projects and operations that have the potential to substantially affect natural resources.

## 3. Establish direct access to leadership

As chief implementers of natural resource preservation and restoration programs, natural resource management units within parks and central offices should have immediate access to top leadership by reporting directly to the office of the superintendent, rather than to heads of other operational units.

## 4. Establish career paths to top management positions

In accord with the Resources Careers Initiative, natural resource managers should have well-defined career paths with clear potential for upper-level management positions, including superintendencies and heads of central offices. Those in natural resource

management who have aptitude for and interest in such leadership positions should be strongly encouraged by upper level management to train for and seek these positions.

## 5. Increase number of natural resource management positions

The number of natural resource managers in the Park Service should be substantially increased — in line with the NR-MAP and professionalization initiatives, and with the Director's "Stewardship Today for Parks Tomorrow" memorandum of September 6, 1994, which calls for doubling the number of natural resource management positions that existed in the mid-1990s. As spokespersons for natural resource preservation in the parks, newly hired natural resource managers should have a level of skills equivalent to a master's degree in the natural sciences. They should already be capable of performing at a fully professional level, and be knowledgeable and articulate about natural resource concerns.

## 6. Establish comprehensive training programs

All natural resource managers and those individuals in charge of parks and offices with major natural resource concerns hold immediate trusteeship for resources of national or world significance, and should therefore be required to take in-depth natural resource training that reflects and promotes awareness of such significance. Such training programs should be at least equivalent in length and scope to the training that has long been required for law-enforcement staff within the Park Service. Training should begin with extended courses, perhaps up to 12 weeks long, followed by annual one-week refresher courses. Brief courses covering special natural resource concerns, such as biodiversity, large mammals, ecosystem management, and aquatic ecosystems, should be established to keep managers current. Training should also include extended courses in executive leadership, stressing such matters as policy formulation and direction, resource preservation politics (such as building political and strategic alliances, and maintaining effective media relations), and supervision and management. Such training courses could be conducted by the Service, aided by academic and governmental

partnerships as appropriate.

This in-depth natural resource training should be augmented by back-to-school programs for natural resource managers, superintendents, and central office managers. Individuals in such positions should be encouraged—even expected—to take graduate seminars and other academic courses to further enhance their competency in addressing natural resource issues.

## 7. Ensure support for funding initiatives

As may be identified by the Associate Director, Natural Resources, Stewardship and Science, high-priority funding initiatives that strengthen park natural resource management should be vigorously pursued.

## 8. Adjust planning priorities

With resource preservation as the primary mission of the National Park Service, resource preservation — rather than park development — should guide park planning. The primary planning documents should be resource based, with preservation issues paramount, followed by visitor service and development needs.

## 9. Set timely implementation schedule

All bureaucratic recommendations have a limited life span. Changes in Park Service leadership, changes in higher-level governmental leadership, or procrastination can weaken or eliminate any resolve the Service might have to improve natural resource management. Thus, if the National Park Service decides upon a course of action based upon these recommendations, it should proceed to implementation in the shortest time possible. □



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# Election Results for New ANPR Board Members

At Rendezvous XXI in Fort Myers, Fla., nominations were accepted for the first time for the new board member positions (see list of nominees in *Ranger*, Winter 1997-98, page 6). Ballots were mailed in by 324 ANPR members, up from 284 last year. Below are the elected officers, along with a brief description of the duties of the board position (the term for president, currently occupied by Deanne Adams, expires at the end of 1998).

## PRESIDENT-ELECT

**Cindy Ott-Jones**, Glen Canyon NRA. P.O. Box 4314 Bullfrog; Lake Powell, UT 86533; (435) 684-2386 (No e-mail yet).

### Specific Responsibilities

Assists and learns the responsibilities of the president:

- Provides leadership to the board and the Association
- Advocates in the community for the Association.
- Ensures effective collaboration between board and staff.
- Conducts business in an efficient and effective manner.
- Develops leadership talent of other board members, and confronts and works through conflict.
- ANPR's liaison and contact with NPS management, Congress and other professional organizations.
- Manages the financial, physical and human resources of ANPR.
- Facilitates effective decision-making processes; chairs board meetings.
- Selects committee chairs and ensures timely reporting from the committees to the board as a whole.



## TREASURER

**Sarah Craighead**, Washita National Battlefield. P.O. Box 432; Cheyenne, OK 73628; (580) 497-3948; craigshire@aol.com.

### Specific Responsibilities

- To maintain business, savings and investments accounts and disburse funds.
- To work with the business manager and the budget and finance committee to establish audit policies, assure annual audit, prepare and maintain tax records and budget, and establish and maintain accounting policies for receipts and expenditures.
- To draft contractual agreements for review by legal counsel and the president.

## EDUCATION AND TRAINING

**Lisa Eckert**, Denali National Park, P.O. Box 102; Denali National Park, AK 99755; (907) 697-2192; skunkdog@mtaonline.net



### Specific Responsibilities

- Develop and implement a training program for ANPR to enhance the ability of members and other NPS employees to carry out their responsibilities in every field of the National Park Service.
- Assess the training & education needs of members, and determine which needs can best be met through ANPR-sponsored courses.
- Develop partnerships with colleges, universities, and other institutions to help meet members' continuing education needs.
- Identify a cadre of experts in the Association to serve as trainers and educators to others.
- Educate others outside of the organization about the ranger profession.

## FUND RAISING

**Rick Jones**, Glen Canyon NRA. P.O. Box 4314 Bullfrog; Lake Powell, UT 84533; (435) 684-2386; (No e-mail yet).

### Specific Responsibilities

- Represents ANPR at all discussions involving fund raising activities.

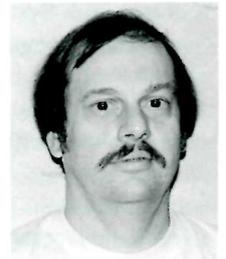
- Identifies and develops fund raising sources including corporate sponsors, contributing organizations, individuals and rendezvous activities.
- Ensures that fund-raising activities are consistent with the purposes and tax status of ANPR.
- Actively seeks wider sources of donors and encourages member participation in external fund raising.
- Serves as the chairperson of the fund-raising committee and promotes action from its members.
- Assists with fund-raising activities with the International Ranger Association as directed.
- Prepares timely reports on fund-raising activities.

## INTERNAL COMMUNICATIONS

**Dan Moses**, Dinosaur National Monument. 59 North 1200 West; Vernal, UT 84078; (801) 781-0826; mosesdd@aol.com.

### Specific Responsibilities

- Develops and implements a system for internal communications.
- Oversees publication of quarterly *Ranger* magazine.
- Coordinates and develops electronic methods of communication.
- Develop "special mailings" as necessary.
- Develop a network of communication with all members.



## MEMBERSHIP SERVICES

**Mike Caldwell**, New Bedford Whaling NHP. c/o 33 William St., New Bedford, MA 02740. (508) 996-4469; mcanpr@aol.com.



### Specific Responsibilities

- Recruits people from all disciplines to broaden the membership base.
- Acts as contact for feedback from the membership on membership services and issues.
- Notifies lapsed members. Solicits information and reasons for lapse in membership. Compiles this information for board review.
- Develops and implements long-term strategies for membership recruitment and retention.
- Develops, stocks and distributes the membership application and brochure.
- Keeps board members apprised on membership services.

### PROFESSIONAL ISSUES

**Barry Sullivan**, Delaware Water Gap NRA. 11 Walpack-Flatbrookville Road; Route 615; Layton, NJ 07851; (973) 948-6209; sullivanbt@aol.com.

### Specific Responsibilities

- Makes recommendations to the board for appointments to liaison positions for interpretation, protection, natural and cultural resource management, and professional services.
- Builds the ANPR community by providing a focus on professional issues, and maintaining a variety of avenues for member involvement.
- Provides a focus for "career futures" initiatives and other changes in the professions.
- Communicates ANPR's involvement on professional issues to the board and membership and, as directed or delegated, communicates ANPR views and positions to others outside the Association.
- Drafts position papers dealing with professional issues.
- Provides a forum to answer membership questions regarding professional issues.



### SPECIAL CONCERNS

**Steve Shackelton**, WASO Legislation. 5103 Pheasant Ridge Rd.; Fairfax, VA 22030; (703) 263-0990; sportycom@aol.com.

### Specific Responsibilities

- Coordinates ANPR's activities relative to legislation & policy with Congress and the administration.
- Monitors congressional activities that may be of interest to the Association.
- Coordinates the writing and delivery of testimony before congressional committees and the preparation of written comments on pending legislation.
- Represents the Association before the Congress when designated by the president to do so.

### STRATEGIC PLANNING

**Gary Pollock**, George Washington Memorial Parkway. 7708 Random Run Lane, #103; Falls Church, VA 22042; (703) 280-0904; gpollock@aol.com.



### Specific Responsibilities

- Prepares the Association's annual work plan based on the long-range goals and annual objectives, incorporating board member and work group leader goals, tasks, due dates, and responsible parties.
- Monitors and tracks activities, and periodically reports on the status of all actions to board members, work group leaders, staff and other principals.
- Prepares and disseminates updates on actions for release to the members via the Situation Report, *Ranger* magazine, Internet and other media.
- Prepares the annual report of the Association's accomplishments.

### SEASONAL PERSPECTIVES

**Melanie Berg**,\* Glacier National Park (seasonal). 14486 Fullers Lane; Strongsville, OH 44136; (212) 846-0629; melanie.berg@tri-c.cc.oh.us.



### Specific Responsibilities

- Represents seasonal/nonpermanent employees' perspectives to the board.
- Gathers data and information relative to the issues and

concerns of seasonals/nonpermanent employees and provides recommendations to the board.

- Serves as a point of contact for seasonal/nonpermanent employees.

\* **Kathy Williams**, Columbia Cascades Support Office, won the election for this position, but her family situation changed since she was nominated. Because of the additional focus she will take in spending time with her mother in California, she regrets that she must resign from the board. For the past three years she has compiled the annual seasonal survey for ANPR.

## OPINION POLL

ANPR members responded to an opinion poll in the recent election. The results:

### Regarding a spring Rendezvous, members responded in this way:

- 101 voted to "Have a spring 2000 Rendezvous and a fall 2001 Rendezvous, thereby having no Rendezvous in the calendar year 1999."
- 64 voted to "Have a fall 1999 Rendezvous, then a spring 2000 Rendezvous, then a fall Rendezvous in 1001 in Jackson Hole."
- 123 voted to "Have no spring Rendezvous and stay with the traditional annual fall format."

### How many Rendezvous have you attended since 1993?

- 103 had attended no Rendezvous; 79 attended one; 50 attended two; 29 attended three; 19 attended four Rendezvous; and 18 attended five.

### Do you plan to attend the 1998 Rendezvous, in Tucson, Arizona?

- 175, yes; 99, no.

### Would you attend a spring Rendezvous?

- 162, yes; 79, no.

# ANPR ACTIONS

## International Affairs

ANPR President Deanne Adams sent this letter to NPS Director Bob Stanton in early January regarding our role in international affairs, both as members of this Association and as NPS employees:

“More than 40 members of the Association of National Park Rangers recently returned to their home parks and offices after attending the Second World Congress of the International Ranger Federation in San Jose, Costa Rica. As one who attended, I can assure you that it was an inspiring meeting. Some 239 delegates from 41 different countries gathered to study the theme of the Congress — The Ranger’s Role in Sustainable Development Programs — and to share points of view, to exchange experiences and to tell of our successes and failures in implementing conservation programs.

“Most of the U.S. delegates came away with two distinct impressions. First, after listening to stories of scant government and political support in other countries, we recognize how fortunate we are to work in a country where protected area management still enjoys widespread popular support. Secondly, we were impressed by the dedication and commitment of our fellow rangers to preserving and protecting the heritage of their countries. Many work under conditions that can best be described as extremely challenging, yet they continue to make sac-

rifices to achieve the same goals that serve to motivate NPS rangers.

“While most of the delegates from the developing world in Latin America and Africa recognized that the United States conservation model cannot be implemented in their countries — most of their governments lack the financial and human resources that we have — they were extremely interested in our management systems and our conservation strategies. The NPS can still play a fundamental leadership role in helping other countries design and implement conservation programs that are consistent with their political and financial realities. The members of ANPR hope that you will make international activities one of your administration’s highest priorities. The world is rapidly closing in on our remaining natural, recreational and cultural areas. Saving them will require international cooperation and aggressive leadership.

“Speaking of leadership, I know that you will be proud that the primary responsibility of organizing this Second World Congress fell to ANPR. A small committee of four people, a combination of current and retired Service employees, worked for almost 18 months to assure that the Congress was a success. Along with their Costa Rican counterparts, they were recognized with a standing ovation at the close of the Congress. I was very proud to be an NPS employee and a member of ANPR at that moment.

“The Third World Congress is scheduled for Kruger National Park in South Africa, in either 1999 or 2000. ANPR members hope that the Service can take a more ‘official’ role in this next meeting. We would like to see you or someone representing you come to the Congress. Moreover, we believe it would be appropriate for someone from the Office of International Affairs to attend. Since people in this office coordinate our international cooperation and assistance programs, it only makes sense that they be present at a meeting where so many rangers are gathered. We would recommend that this kind of attendance be considered as

official government business and that these representatives not be asked to travel on their own time and money like the rest of us do.

“As you may know, ANPR has established an international committee to manage our relations with ranger associations in other countries and with the International Ranger Federation. Many of our members have participated actively in the Service’s international program and would willingly share their knowledge and expertise with you and with other senior managers. Therefore, as the president of the Association, I wish to offer you whatever advice and assistance you may deem necessary and appropriate in the international arena. Please contact us if we can be of any assistance. Members of ANPR are serious about our international stewardship responsibilities, and we want to help in whatever way we can. Doing it through and with the NPS would allow us both to work professionally and cost-effectively.” □

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## A SPRING RENDEZVOUS!

In response to member requests, the ANPR Board of Directors has voted to hold Spring Rendezvous 2000. This is a one-time action, but should prove to be an exciting event. The board will look at the success of offering the conference in the spring season before deciding on future spring gatherings.

*See page 28 for details!*

## ANPR Reports

### Internal Communications

#### A New Look at Communications

How many of you have sat in management meetings, performance evaluations or GPRA sessions and discussed communications as an item needing improvement? I suspect all of us have been there and done that. It seems better communications is always on everyone's mind as one of the ways to improve operations at all levels. Well, ANPR operations are no different.

How many of you remember when communications involved either writing a memo, using a telephone or holding a meeting? These are all certainly tried and true methods but communications isn't that simple anymore. As the new ANPR board member for Internal Communications, I have been reassessing ANPR's status in this area. We can no longer expect to use only these antiquated devices for communicating with our members.

Over the years we have used the *Ranger*

as the primary communications avenue to the membership. The magazine has been the professional voice of the Association since its inception. This quarterly publication is a primary foundation of ANPR, and will continue to show the professional face of the organization, both to our members and to a broader readership. However, if we are to maintain active members with a sense of ownership in the organization, we must provide them with timely communications of board actions and other information which affects and is of interest to them.

As the membership continues to grow we cannot rely solely on direct mailings to get messages out. They are far too costly and time intensive to publish on a regular basis. We must develop better communication tools that are accessible to the majority of the membership. There has been work done recently to develop an ANPR Internet home page. I hope to continue with this effort until we have the page up and running. I believe this can and should be our primary tool for information dissemination on the Associa-

tion and monthly reports. It should also contain the history of the Association along with other recruitment and membership information. There is an endless sea of information that can be provided with this media from future Rendezvous site information, to legislative affairs, to membership contact lists, to International Ranger Federation happenings. We need to keep up with the times and begin to actively develop this tool.

We are embarking on a new era in ANPR with a new board structure and direction. Can we redirect our energies in the Association to reverse our membership slide and general apathy? I believe we can with some innovative membership initiatives and better, more informative communications.

— Dan Moses, Board Member  
Internal Communications.

*If any members have an interest in assisting with the internal communications aspects of ANPR or have suggestions for communications issues, please contact Dan Moses at Mosesdd@aol.com or by telephone (435) 781-0826.*

### Membership Services

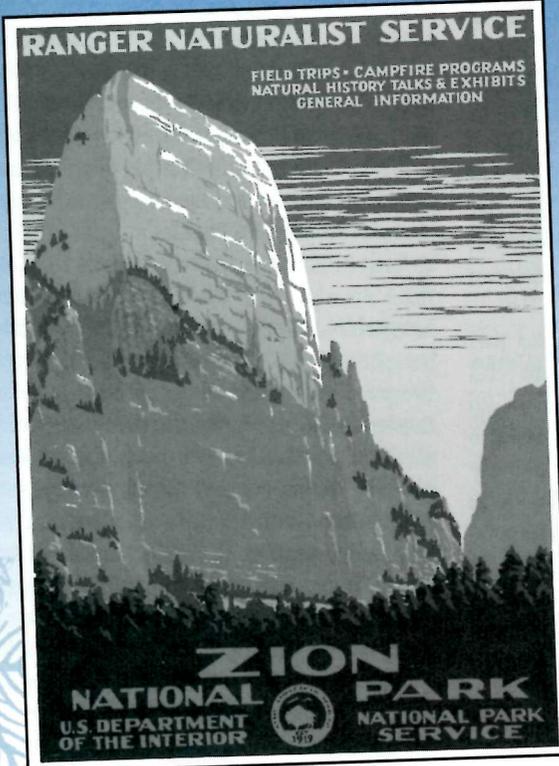
Thanks for electing me to your board; I hope to serve you well during my three-year term. There is a great deal of work to do in the membership service area and I am happy to report that efforts are under way. The following Membership Services Plan for 1998 has been forwarded to the president and business manager for initial review, and will be presented to the board at the April meeting.

#### Goal 1 — Increase membership

Action Items:

- (1) One new recruit per member
- (2) Focused recruitment
- (3) Develop recruiter network with incentives

Many of you may not be aware that ANPR's membership is declining. This trend must stop, and you can help. ANPR is *your* Association! Why not commit yourself to recruiting one new member for 1998? With your help and through focused recruitment efforts, we can *increase* our membership. Our resources are limited and we must zero in on particular segments of the NPS employee base. ANPR is a great Association that will become even greater as we add more voices!



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**Goal 2 — Increase renewal rate**

## Action Items

- (1) Send out notices earlier and contact lapsed members by phone/e-mail
- (2) Gather data on non-renewals

Using ANPR's new membership software package and the talents of our business manager, we can now contact members in a timely and efficient manner as they near renewal. If the member does not choose to renew we need to follow up with a phone call and/or e-mail. This effort is worthwhile and will either a) retain the member or b) allow us to track their reasons for non-renewal, thereby enabling us to better serve our members.

**Goal 3 — Membership information available on the ANPR website**

## Action Items:

- (1) Format application and brochure
- (2) Provide electronic links to board members and recruiters

Our website will be a very important component of our membership services. In the coming months we will format materials, such as applications, for posting on the website and incorporate links to board members. If we are to be successful in recruiting we need this website up and running. I am committed to helping Dan Moses, who is in charge of our website, with all aspects pertaining to membership on the web.

**Goal 4 — Publish a membership directory**

## Action Items:

- (1) Gather, consolidate, and verify all membership information
- (2) Identify those members who wish to not have information published
- (3) Work with fund raising board member to lower costs
- (4) Distribute beginning in January 1999

I realize this has been talked about in the past. Let's just do it! Similar to the website,

the directory is an item that this board must get done. I realize that some members may be hesitant to include their information in the directory, and these concerns will be accommodated. If you don't want information included we won't put it in. The issue of production costs needs to be addressed by the board. Our aim is to find alternative sources of funding to defray the burden. We want little or no additional costs to be borne by the membership for these directories. The goal would be to have a draft directory readied by Rendezvous and distributed to members in early 1999.

All of these goals are pending approval of the board. Please forward any comments or suggestions to either myself or any other board member. Thanks!

— Mike Caldwell  
New Bedford

**Mentoring Task Group**

The ANPR mentoring program is set up to provide you assistance with your career in the NPS by pairing you with a mentor. A mentor is a more experienced person, usually one who has been through the same career path that you desire to enter. He or she teams up with you to give advice concerning job difficulties, training needs or to provide encouragement. Mentors also are available to assist you in becoming more involved in ANPR. If you've thought about becoming more active but aren't sure what to do, perhaps you need a mentor who can guide you.

Mentors also are needed to make this program work. If you're someone with NPS or ANPR experience, have an hour or so each month to spare, and want to make a difference in someone's career, we can use you as a mentor. It's a great way to share your knowledge and to help a less experienced person.

Mike Caldwell, who has been involved in the ANPR mentoring program for about a year, summarized the program in *Ranger* (Fall 1997). Check it out if you haven't read it yet. If you want more information about the program, or want a questionnaire to complete so you can get involved, give me a call at (704) 265-2827. □

— Bob Cherry  
Blue Ridge Parkway

**The Professional Ranger****Interpretation**

The profession of interpretation is approaching new heights in the NPS. According to Dave Dahlen, NPS training manager for interpretation and education, nearly 250 interpretive products have been submitted for competency review since the Interpretive Development Program was implemented in 1996. What this means is that an increasing number of interpreters, both new hires and veteran interpreters, are participating in the program. (Only 025 interpreters hired after Jan. 1, 1996, are *required* to demonstrate the competencies.)

Dahlen also indicated that the Interpretive Development Program's efforts not only focus on front-line interpreters, they target interpretive supervisors and managers. In order to promote consistent Servicewide participation in the program, an effort is under way to involve more interpretive supervisors and interpretive managers.

The supervisor's role is critical. It is the supervisor who facilitates the program, helping employees assess their developmental needs, coaching them through the certification process, and ensuring that competency (once demonstrated) is maintained. The manager's understanding of the program and how it relates to Ranger Careers and functions such as position management and budget is also significant.

Last September, 24 interpreters from the field developed a workshop to introduce interpretive supervisors and managers to the benefits of the Interpretive Development Program and their responsibilities in its implementation. Nurturing partnerships with all those involved in interpretation — from training managers and superintendents, to curriculum coordinators and human resources personnel, to field interpreters and interpretive supervisors and managers, is helping to ensure the longevity and productivity of this program.

The bottom line is this: as more interpreters demonstrate and maintain competency, the quality of professional interpretation in the National Park Service is enhanced. These increased levels of skills in a multitude of areas are vital to protecting our resources into the next millennium.

— Tina Orcutt  
Booker T. Washington NM

**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 108, Larned, KS 67550-0108.

Ron Bryan	West Glacier, MT
Ann Belkov	Liberty Island, NY
Linda Emerson	Hopkinton, MA

## Resource Management

There's really only one story to tell this issue, and it's possibly the biggest one I've related in the nine years that I've been writing this column. After untold number of reports and exhortations, internal and external to the Park Service, to recognize that our mission is one of preservation first and everything else second, NPS leadership may have finally seen the light. Director Bob Stanton announced his intention before the National Leadership Council meeting in December 1997 to "rejuvenate natural resources" in the NPS. Each of the NLC members was asked to produce a short memo with their ideas on how to do it, and Alaska Regional Director Bob Barbee and Associate Director for Natural Resources Mike Soukup were asked to lead the effort.

The director has made it clear that he doesn't want this to be just another initiative. We've had enough of those. He's after a major change in agency culture; a rethinking of our priorities and our actions towards *preserving unimpaired for the enjoyment of future generations*.

Faithful readers of this column don't need to hear me say how important this is, but will probably ask cynically why the leadership is interested *now*, and are they serious?

Timing is everything. In the fall 1997 issue of *Ranger*, you read a review of "Preserving Nature in the National Parks: A History" by Dick Sellars. This seminal work has now been distributed to every park superintendent in the Service, and, though it began slowly, now has begun to attract significant media attention. Sellars thesis is that the NPS has long declared that resource preservation is its primary mission, but this hasn't been reflected in its actions. That the culture of the agency favors development and visitor services at the expense of the integrity of the very resources, natural and cultural, that the parks were established to protect.

A new director, wanting to make a lasting and positive impact on the Service, has apparently embraced the idea as if it were his own. The barrage of adverse press and congressional scrutiny over some rather excessive outhouses may well have contributed to Stanton's interest in refocusing the

agency back to the basics.

Yes, the leadership is serious. Should we expect major changes? Ever the skeptic, I suggest that we be ready for them, but not to expect others to change unless we ourselves are ready to do the same. By now, the "clarion

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**"Look for the call for  
volunteers, and embrace  
the cause as your own."**

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call" to arms and the directive of actions has probably been released, perhaps with lots of fanfare and a media splash. But there's really little that's new in these pronouncements, and others before these have died quick deaths. There's promise of an unprecedented effort to generate understanding and support both inside and outside the Service. Only if that succeeds, if we convince ourselves that this time it will be different, will it indeed be. Before we can convince the public, let alone the Congress, that the NPS is more than a recreation agency, we have to highlight for ourselves where science and sound stewardship have made a difference, and show that there are rewards for taking tough, stands to protect the parks.

After eight years of study, Sellars wrote of lost opportunities and agency intransigence. But he was also convinced that there are specific ways we could and should change if we are to learn from our past mistakes. He was invited to present his recommendations to the National Parks Advisory Board, and then again to the National Leadership Council at that December meeting. The Advisory Board endorsed most of Dick's recommendations, and they are reprinted in this issue of *Ranger*.

Those recommendations will scare a lot of people in the Service. Put resource managers in line authority positions? Egad! It will appear to some to be a power grab and an attempt to turn the entrenched power structure upside down. Perhaps it is, but one thing the director has made clear is that, while this may be an effort focused on natu-

ral resource management, it is not supposed to be an effort of natural resource managers. He has stressed repeatedly the "big tent" concept — every employee has an important role in resource preservation and management, and therefore every employee benefits. Most of all, the resources benefit. Future generations benefit. It may be of particular interest to the readers of this journal that both the Ranger Activities and Interpretation and Education groups in the Washington office have been part of this endeavor from its inception. In fact, the discussion about the ranger image and the ranger role elsewhere in this issue parallel similar discussions about what the director might do to

encourage — if not demand — that rangers truly be the resource-oriented professionals that Ranger Careers promoted them to be.

There is much to do. The director's announcement has identified — or will, if it's not out yet — specific actions of two kinds.

➤ First, those within current authorities and budget that the director can hold managers accountable to implement immediately.

- Second, the long-range program needs:
- organizational components
  - structural changes
  - program enhancements

That will take more money, and if we are to get more money, a budget initiative for resources that convinces a conservative (but not necessarily conservationist) Congress. Only a handful of people were involved in the initial efforts leading up to the director's announcement. Clearly, from here on out, hundreds need to be drawn in to identify what needs to be done, what it will take and how to make it happen. We need to figure out how to change the way the NPS — and the rest of the world — think about our mission and our parks. Look for the call for volunteers, and embrace the cause as your own.

A last note, to provide full disclosure: I am hardly a dispassionate observer (if that wasn't obvious). I have been on detail to Washington since mid-December, serving as staff coordinator for this initiative. □

— Bob Krumenaker  
Shenandoah

## In Print

### A Walk in the Woods

Bill Bryson, Doubleday Press, 1997

By P.J. Ryan  
WASO

Bill Bryson is one of England's foremost travel writers and humorists. He is less known in the United States, which is a pity and an irony, as he is very, very funny and a native American to boot.

At the age of 44, he decided to attempt the Appalachian Trail, the famed 2,000 + mile footpath along the length of America's Eastern Mountain range. He was accompanied by a childhood friend even more out of shape and inexperience than himself.

Aside from the humor and the comments on the trail (including an eerie and dead serious chapter on the effects of hypothermia which you might want to read at the next park safety meeting), the book will interest NPS types due to its enthusiastic attacks on the National Park Service.

Mind you, Bryson dearly loves national parks and individual staff members, he just doesn't like the bureaucracy and the (apparently) insensate rule making. As the Appalachian Trail passes through four park units and Bryson has acid comments on most of them. (Blue Ridge Parkway is spared as Bryson cheated and took a taxi up to Virginia.

According to Bryson, "In 1991, as its trees were dying, its buildings crumbling, its visitors being turned away from campgrounds it could not afford to keep open, and its employees being laid off in record num-

bers, the National Park Service threw a 75th anniversary party for itself in Vail, Colo. It spent \$500,000 on the event . . . It is perhaps not a bad idea to starve it of funds. I am almost certain if that \$200 million a year were restored to the budget, nearly all of it would go into building more car parks and RV facilities." The Vail Conference was not a "party" in the sense of wine, smoked salmon and cocktail sausage as implied by Bryson, but was a planning operation extending over many months to decide the future direction of the NPS. More importantly, these costs were covered by private donations, not public funds.

Bryson is on firmer grounds when he

faults Americans for setting aside national parks and then letting the rest of the countryside go to hell in a shopping cart, which does not seem to be the case in Britain.

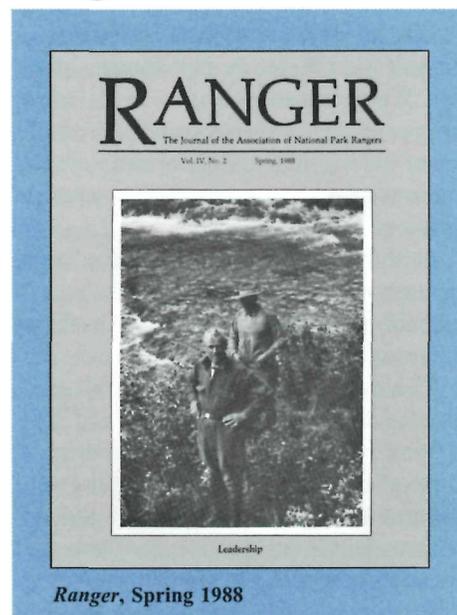
Aside from attacks on the NPS, "A Walk in the Woods" is full of Appalachian Trail history, lore and trivia all served up with generous dollops of understated galvanized Brit humor. If you would prefer to read about the trail rather than doing it, this may be the book for you. □

*P.J. Ryan works in the Washington Office. On his own time, he is the editor, publisher, author, marketer and distributor of "Thunderbear."*

## Ten Years Ago in Ranger

*Leadership* was the cover and theme for the Spring 1988 issue of *Ranger*. Rick Tate of Heil, Tate and Associates, wrote the lead article, saying that "it is the empowering principle within the organization that leads to excellence in performance." Other articles on the same topic reflected that "the leader is in front of others. 'Supervisor' is a much more focused concept" (Mike Hill, then chief ranger, Biscayne); that "supervision throughout the system needs improvement" (Bill Dwyer, of Memphis State, and Tony Bonano, then of Cape Cod); and that "performance management in the NPS is one of the more poorly implemented of any of the supervisory functions" (Bill Wade, then of Mather Training Center).

Letters were received from Laurie Shannon of Rocky Mountain on housing, George Durkee of Sequoia/Kings Canyon on seasonal issues, Pat Quinn of



*Ranger*, Spring 1988

Shenandoah on ANPR's difficulties in attracting non-025 membership, and Jim Cahill of Natchez Trace on specialization vs. generalization in our professions.

Rick Gale, in his President's message, wrote that "I look forward with both enthusiasm and trepidation to serving as your president for the coming year." And six years to follow that he never dreamed of!

— Tony Sisto, Fort Vancouver



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## IRF Update

By Bill Halainen  
Delaware Water Gap

**T**he primary piece of unfinished business following the second world congress in San Jose, Costa Rica, concerns the timing of the next congress. This third world congress is to be held in Kruger National Park in the Republic of South Africa. There was considerable discussion about which would be better, 1999 or 2000. Those arguing for the former said it would be important to have it sooner to maintain momentum; those arguing for the latter said it would be difficult to organize in just two years and prospective delegates would find it hard to raise the considerable sum needed to fly to South Africa in that short a period of time. ANPR, in particular, favored the latter.

In early February, John Forrest of the Game Rangers Association (GRA), the host ranger association, has advised us that the GRA membership has concurred with those who favor the year 2000. The dates haven't been locked in, but September will be the month. Although the decision is pending concurrence from IRF, that should be a formality. IRF Chairman Gordon Miller will fly to South Africa for GRA's annual general meeting in March, at which time the date and other particulars will be worked out and locked in.

On another note pertaining to Africa: Delegates to the congress in San Jose unanimously endorsed a resolution "requesting U.N. assistance to develop a U.N. wildlife protection unit" to protect African game animals from the terrible depredations of poachers, "and that the IRF create a council to follow-up and assist in the forming of this unit."

Since that time — and not unexpectedly — we have found the situation regarding this issue, particularly as it applies to Garamba National Park in the Republic of Congo, to be complex politically and not easily resolved. National politics and international treaties are involved. At this writing, it appears possible that there will be a meeting among principals involved in the issue — rangers, World Wildlife Fund, national representatives, IRF and others — to

attempt to come up with a solution.

IRF is spending much time focusing on internal issues that need immediate attention, including bylaws, particulars on representation and voting, fund raising and a dozen other administrative matters. Under discussion is a proposal that Gordon Miller be detailed from his present job at Peak District National Park to full-time IRF management for six months. Peak District management has approved the arrangement, but it is contingent on funding estimated at approximately \$30,000 to cover his salary.

Along with internal matters, the incumbent would be responsible for making and maintaining contact with international organizations, representing IRF at conferences and meetings, moving forward the wildlife protection unit proposal, and developing contacts with new ranger associations.

The most critical issue is the matter of funding. Neither ANPR nor IRF has had much luck with fund raising despite repeated efforts with many potential sponsors. It's certain, however, that IRF's rapid growth and the heightened interest in the federation among other members of the international conservation community both warrant some arrangement whereby Miller or someone else can deal full-time with federation business. We are at risk of succumbing, at least in part, from our own success.

This issue will be under discussion during early February, but with luck, will have been resolved by the time you receive this. Updates will be shared through ANPR's monthly in-house e-mail newsletter.

Meanwhile, Rick Smith has made rapid moves forward in organizing ANPR's international committee, which now has about a dozen members. Smith and the committee have established the following priorities for ANPR on the international front:

➤ Try to re-establish contact with countries that have gone through the official IRF affiliation process, but have not been heard from in some time.

➤ Raise money for scholarships for Western Hemisphere rangers, probably mostly from Latin America, but possibly elsewhere, to attend the third world congress in South Africa.

➤ Manage the affiliation process for national associations in the Western Hemisphere that want to join the IRF (ANPR has responsibility for the Americas in the informal arrangement worked out with other IRF founding associations).

➤ Identify managers in Mexican protected areas and invite them to attend the upcoming ANPR Rendezvous in Tucson.

➤ Work on a proposal made by Larry Belli (Everglades) whereby the committee would assist in preparing a "how-to" manual for new managers that could be translated into other languages and transmitted to nations needing such assistance.

Smith also is exploring the possibility of ANPR sponsoring ICS training for managers in Mexican parks.

The summer edition of *Ranger* will carry additional information on all these matters, plus a comprehensive listing of points of contact for all member associations and news of activities in those organizations. □

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**M**ark your calendars now! Ranger Rendezvous XXII is Dec. 8-12 — a perfect time for a visit to the beautiful Southwest.

Work is progressing on the program agenda, and many fun activities are being planned to showcase the sunny locale of Tucson, Ariz. This is an event you won't want to miss!

Whether you are a seasoned Rendezvous attendee or a first-timer, the gathering in Tucson will have something for you. The workshops, speakers, field trips and social activities will be well worth your trek to Arizona. Take advantage of our unique offerings for Rendezvous attendees.

Comments and suggestions are welcome, and may be forwarded to Vaughn Baker (LARO), Deb Liggett (ARO) or Mike Caldwell (NEBE). This is the premier event for ANPR and we want Rendezvous XXII to be the best. The next issue of *Ranger* will have the full agenda, and by midsummer you should have your registration packet in hand. In the meantime, here's a sneak preview of what's in store for you.

**Workshops/Speakers**

This year we'll have a great mixture of new workshops and perennial favorites! Tentative topics include workshops on new NPS units, personal finance, photography basics,

# ARE YOU PLANNING YOUR TUCSON TRIP?

## *Annual Ranger Rendezvous in December*

WASO program manager reports and a legislative review of 1998.

In addition, major panel sessions are in the works. One discussion will address how the NPCA, NPF, ANPME and ANPR can work together to assist the NPS. Speakers invited to Rendezvous include Secretary of Interior Bruce Babbitt and NPS Director Bob Stanton, as well as Sen. John McCain R-Ariz.

**Field Trips**

It's easy to see why Tucson is one of the most popular destinations in the country. It has more than 350 days of sunshine per year. Taking this into consideration, we've sched There's so much to see and do. Organized field trips will be arranged for the Arizona-Sonora Desert Museum, Saguaro National Park, Mission San Xavier del Bac and the Titan Missile Museum. What's more, Tucson is considered one of the nation's top

communities for bicycling, running, hiking and rock climbing. And don't forget that Mexico is only a short distance away.

**Social Activities**

What good is a Rendezvous without a little friendly competition? Our golf tournament will be held at one of Tucson's superb golf courses, so hit the driving range. The annual fun run/slug run will be an event to remember, as will the fun-in-the-sun volleyball match.

This year we'll see the sequel to the NPS "Film Fest"— a showing of the latest and greatest in NPS films as presented by Harpers Ferry Center. An outdoor barbecue is planned and all local NPS retirees are invited.

Come to Ranger Rendezvous XXII in Tucson!

**Make Your Reservations Now**

The Rendezvous will take place at the Holiday Inn in downtown Tucson. Room rates are \$65 (plus tax) a day and guaranteed for five days before and five days following the Rendezvous.

For reservations call (520) 624-8711 or toll-free at (800) 448-8276. □

**Pre-Rendezvous Training**

Official NPS training will be offered during the three days prior to Rendezvous XXII. If any of these courses fit in with your personal training and development plan, meet with your supervisor to budget the travel and tuition. Once you've made travel plans to attend training, make sure to add annual leave for the Rendezvous before returning to your park.

Concurrent sessions are being planned for employees in different stages of their

*(continued on page 28)*



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Insulated mug, small, gray (12 oz.)	\$4.50			Dozen	\$30.00		
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ANPR decal	\$1.50			"Park Ranger"	\$4.50		
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* Polo shirts -- SALE!!	\$15.00			Circle size: M, L, XL, X	\$10.50		
* Turtlenecks -- SALE!!	\$10.00			XL			
Pewter key ring	\$5.00			Rendezvous T-shirts from Ft. Myers			
Brass key ring	\$5.00			Six-color screenprint on forest green, heavy 100% cotton:			
Large belt buckle, brass (3-inch)	\$25.00			Circle size: M, L, XL	\$9.50		
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## All in the Family

# Childhood in NPS Packs Many Memories

By Jennifer Blake

My father is Yogi Bear's worst enemy. He's Smokey Bear and Woodsy Owl wrapped into one. My father is a park ranger. And while he never worked at Jellystone Park, his career moved our family across the country three times and gave me the memories and images that defined my childhood.

I can't think of my father without thinking of his uniform. The forest green pants and famous Smokey Bear hat are as intrinsic to his appearance in my mind as are the color of his eyes. To this day, I feel strangely at home whenever I see someone wearing one.

### Memorable Adventures

That uniform came to represent the small adventures that punctuate and color the lives of young children. I remember visits to ranger stations, drives through apple orchards to spy on bear cubs stranded in trees, and trips to mountain lookouts to spy on forest fires the same way most kids remember learning how to ride their bikes. What strikes me most about these memories is the security I felt knowing that my father and all his powers as a park ranger, which in the mind of a young child were numerous and mighty, were never far behind.

Being a ranger was — and still is — more than just my father's job; it was part of his identity. I was enthralled with that identity and tried to imbibe as much of it as I could. I was born in Fredricksburg, Va., when my father worked at the national battlefield there. His early tales of my ancestors' feats on the very grounds on which he worked sparked a passion for history I still carry. I'm probably one of the few people who visited just about every major Civil War battle site before the age of 15.

The stories my father would tell me on hikes through the woods were more interesting than any children's story. If he had any doubts about the attention I gave his words, they were erased when my kindergarten



teacher sent home a note telling my parents that I had interrupted a story she was telling to the class: "Bears don't simply

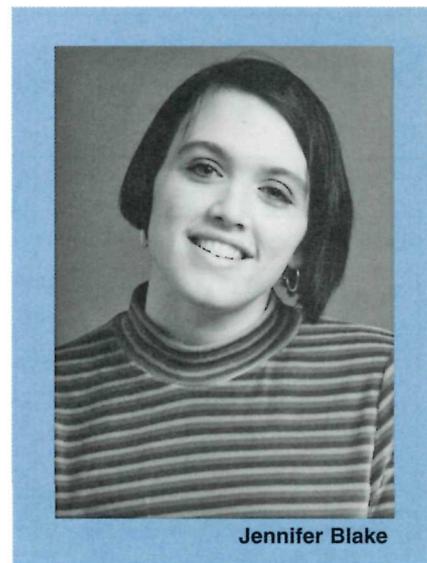
sleep in the winter," I proudly informed my classmates. "They *hibernate*." I pronounced the word as if it were a special secret that had been passed from my father to me — and, in a way, it was.

That same class later went on a field trip to my father's ranger station. We lived in Elkton, Va., at the time and the station was located in the rolling Blue Ridge Mountains amid the painting of fall foliage. I'll never forget how proud I was that day. Actually, I don't know if I, as a 5-year-old, had any real notion of pride. But I do know that the feeling of being special I had on that day — because I was the kid whom all the rangers knew, because I was the one who donned an oversized, yellow fireman's hat and tried to aim the hose, because it was *my* father who got down on all fours and growled like a grizzly during the bear-trap demonstration — still strikes me as significant.

The Park Service, in the fashion of the military, creates a surrogate family. Rangers are transferred to different parks across the United States — I've lived in Virginia (twice), New Mexico, Arizona, Georgia, Pennsylvania, California (twice) and West Virginia — and each new park presents a new group of friends. I've spent many a Thanksgiving and Christmas with other rangers and their families and it never failed to feel like anything but home. Once, my brother and I were in a school production that called for us to run into the audience and return with our fathers in tow. We were living in Yosemite, Calif., and my father had been called out on an emergency — but my brother and I didn't hesitate to grab our "Uncle Jim," who followed us obligingly. My father's office is still one of the first places I visit when I go home. I'm greeted with excited hugs that most people only receive when they visit distant grandparents.

### Moving Not Easy

Not that moving around often was always easy. Starting new schools is right up there with root canals and major surgery on my list of fun. The culture shock I experienced moving from California to West Virginia was worse than when I left Boston to live in London.



Jennifer Blake

I left the beautiful surroundings of northern California and a four-room, 65-person school to arrive in the rundown, economically depressed southern West Virginia. I was only interesting to the other kids as an object of torture. (I distinctly remember an episode that involved a greasy, unwashed junior high boy grabbing my book and sticking it down his pants.) Beckley didn't exactly welcome outsiders with open arms. I cried so hard and so often my first three months that my eyes were always bloodshot and a guidance counselor once pulled me aside to ask if I was on drugs.

### Many Benefits

But I know the benefits of "growing up Park Service" have far outweighed the detriments. For one, when I left for college I had few qualms at the prospect of being thrown in with hundreds of new kids. And I still proudly demonstrate the knowledge I gained from my father and our countless trips though his many parks: I got a curious look from a few of my friends the other day when one of them picked up a stone off the street and said it looked like an arrowhead; I quickly pronounced it the wrong material for a true Indian arrowhead.

My father's career had taken him in many directions — park rangers actually do a lot more than secure visitor's picnic baskets from pesky bears. He's taught defensive driving at the Federal Law Enforcement Training Center (a fact that became all too clear when he tried to teach me how to drive); he's served on presidential protection teams — teams of park rangers assembled

whenever a president visits a national park — for Ford, Carter, Nixon and Clinton; he was chosen to work at the bicentennial celebration for the Liberty Bell in Philadelphia, where he held the door open for Queen Elizabeth; and he served a 30-day detail on the '88 Yellowstone fires, which ravaged what my father calls "the Mother Park."

A few years after the fire, my family visited Yellowstone. The park was still badly scarred from the fires and my father seemed to have a tale about every singed tree. The force of nature was displayed in the strips of green grass and lush forest that stood untouched and juxtaposed to the fire-ravaged portions. I remember my father telling us that while the fires were burning, it seemed as if the sun never set because the force of the fires produced such an enormous glow.

The sight reminded me of a song about Smokey the Bear my brother and I were taught as children. (*Smokey the Bear/Smokey the Bear/A huffin' and a puffin' and a sniffin' in the air/He can smell a fire before it starts to flame/That's why they call him Smokey/That's how he got his name*) In ninth grade I attended a youth-in-conservation conference and the leaders taught us that song as a joke. Everyone laughed because I already knew it, but I sang it with pride.

The Park Service celebrates America's heritage; I celebrate the Park Service as my heritage. My childhood is wound tightly around it — inseparable. I've migrated to the city, but I still have a fondness for those famous hats. There's a Park Service visitor center in downtown Boston. Occasionally, I drag an unsuspecting friend there because it reminds me of home. The paint in that visitor center is the same color brown as in every other Park Service visitor center (my mother has dubbed this particularly drab shade "Park Service Brown"); it also has the same books, the same signs for the bathroom and the same donation box next to the cash register.

I know if I asked enough of the rangers, one of them would at least know someone who knows my father. And because of that, they know an intrinsic part of me. □

*Jennifer Blake, the 21-year-old daughter of Bettie and Bill Blake, is a senior majoring in journalism at Northeastern University in Boston. Her father is chief ranger and her mother works in payroll at New River Gorge National River, W. Va.*

**P**lease 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](mailto:fordedit@aol.com) or write to **Teresa Ford, Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401**. Changes of address should be sent separately to the ANPR Business Manager, P.O. Box 108, Larned, KS 67550-0108.

**George Bowen** (OLYM 55-56, DETO 65, DEVA 65-66, CABR 67-68, CHIS 68-70, SEQU 70-72, OLYM 72-93) retired from district ranger and is on the faculty of Olympic College teaching Wildland Fire Science courses. He and **Karen** live on the Olympic Peninsula. Address: P.O. Box 888, Hoodspport, WA 98548; [george\\_bowen@hotmail.com](mailto:george_bowen@hotmail.com).

**Mike Caldwell** (NACC, NCRO, GREE, MONO, LOWE) is now supervisory park ranger at New Bedford Whaling NHP. Previously he was a park ranger at Lowell NHP. Until he has a new home, contact him at c/o New Bedford Whaling NHP, 33 William St., New Bedford, MA 02740. Park phone: (508) 996-4469.

**Mary Furney** (YOSE 82, 84, 85, CABR 83, 88, GOGA 86, 87, BAND 89-90, Six Rivers NF, 90-91, Tahoe NF 91-96, Chugach NF 97) has transferred from assistant visitor center director on the Glacier District of the Chugach National Forest in South Central Alaska to supervisory park ranger at Hubbell Trading Post NHS. She is happy to be returning to the NPS, "kinda like home."

**Laura Illige** (PEFO 87, GRCA 88, GWCA

89-91, CACO 91-98) has left a park ranger job at Cape Cod National Seashore and now is chief of interpretation at Lake Meredith NRA and the Alibates Flint Quarries National Monument in Fritch, Texas.

**Patricia McAlpine** (LOWE 84-87, NAR 87-89, ACAD 89-91, BLAC 92-93, FRLA/LONG/JOFI 93-96) is a teacher in the Attleboro Before and After School Program and a part-time student at Northeastern University majoring in English. Previously she was business manager of Festival Ballet in Rhode Island. She left an NPS budget position at FRLA/LONG/JOFI in September 1996. Recently she self-published a poetry book, "Callling Me Home," and she works intermittently as a news correspondent for the Attleboro Sun Chronicle. Address: P.O. Box 4128, Attleboro, MA 02703.

**Keith McAuliffe** (BADL 87, CACO 88,89, YOSE 90-95, GRCA 95-97) is a park ranger in the protection division at Yellowstone, Lake SubDistrict, night shift supervisor. His old position was a park ranger at Grand Canyon, South Rim SubDistrict. Address/phone: P.O. Box 3281, Lake Station, Yellowstone National Park, WY 82190; (307) 242-7394; [kmlake@gomontana.com](mailto:kmlake@gomontana.com).

**Correction:** **Tom Graham's** entry in the fall issue had incorrect information. He was ordained *by* the bishop last June in the North Alabama Conference of the United Methodist Church.

## Updated Booklet Shows Artists Where To GO WILD!

Artists who want to live and work in some of the most beautiful places in the world can now GO WILD! in more than 20 national parks. The 1998 edition of **GO WILD! Booklet #1: National Park Artists-in-Residence Programs** lists every park with residencies for visual artists, photographers, performers, writers, video/filmmakers, composers and craftspeople. These extraordinary programs can vary widely, but selected artists often receive free housing in a national park for an average of two to four weeks.

The 52-page **GO WILD! Booklet #1** has detailed program descriptions and helpful application tips gleaned from more than 50 author interviews of program coordinators

and resident artists.

Following a 1993 residency in Yellowstone, author/writer Bonnie Fournier of Minnesota began to track the recent spread of these creative programs. Each year since then, she has published an updated edition of **GO WILD!**

Copies are available by mail and cost \$5.95 each (add \$1.50 shipping and handling for first copy, 75 cents per additional. Make checks or money orders (payable to Luck Dog) and mail to: Lucky Dog Communications, Studio #3, P.O. Box 65552, St. Paul, MN 55165. Place credit card orders (three-copy minimum) by VISA, MasterCard or Discover toll-free at (888) PARK-ART.

**Walker Decision** *(from page 13)*

what manner we respond to interagency requests for law enforcement assistance outside our jurisdictions based on MOUs.

One of the first avenues we need to evaluate is the possibility of developing a definition of "emergency," especially under 16 USC 1 (a). We likewise need to define emergency in our MOUs, and have a clear understanding (through our solicitor's and U.S. attorney's offices) of the necessary conditions that enable commissioned rangers/USPP to respond outside our jurisdictions in a manner that will provide adequate legal (and officer safety) protection to NPS/USPP and cooperating law enforcement agencies. While the above are not simple procedures, they deserve careful consideration.

Another alternative, currently being pursued by NPS areas in the Northern District of California, is the deputation of USPP/rangers as U.S. marshals. If approved, this would authorize USPP/rangers to act as marshals on both misdemeanor and/or felony incidents outside NPS jurisdictions under 18 USC 3053. This would be contingent, of course, on the language, terms and conditions of the MOU.

Another more difficult possibility could be expansion of NPS authority under 16 USC 1 (a), allowing off jurisdiction authority under certain conditions and MOUs. However, this would be politically very difficult.

Finally, the last recommendation, and not without its difficulties (and rewards) would be deputations as state and county officers. While many managers might disagree, consider the advantages. Much of the FLETC training would be accepted by most POST academies, reducing training costs, especially for those having current

status as special agents or criminal investigators.

Many USPP officers/rangers already have had state certified training (i.e. PC 832 in California) which allows for state/county deputation in many counties/states with existing MOUs. Take that a step further and have those USPP/rangers fully deputized and recognized as peace officers under their individual states. Some managers might balk at the expense and the fear that rangers/USPP will provide free policing for neighboring agencies and neglect the park.

In response to the first concern, managers need only look at the money it costs to fight a single lawsuit. Regarding the latter, MOU language, procedural guidelines and performance appraisals can easily regulate deputized NPS rangers/USPP on out-of-jurisdiction contacts. For those parks with budgetary constraints, they could consider deputations for only those rangers/USPP having required occupancy.

While it is not a simple task, peace officer status would go far to reduce liabilities, provide enhanced operational productivity, and enhanced interagency relations. This would be particularly useful in parks such as GOGA where officers spend a significant amount of time traveling state roads en route to/from patrol areas where they commonly encounter DUIs, motor vehicle accidents, and other criminal incidents in remotely patrolled areas.

In summary, NPS law enforcement needs to evaluate NPS response to out-of-jurisdiction MOUs in order to provide legal and officer safety protection for both NPS law enforcement personnel and our interagency counterparts. □

*Norm Simons is a law enforcement ranger at Golden Gate NRA.*

**Spring Rendezvous** *(from page 18)*  
**Background**

In 1995, ANPR members were queried on various topics about the Ranger Rendezvous. One suggestion that arose from this survey was to try having a spring Rendezvous at some point. In the past two years the board has received other suggestions from members to have a spring Rendezvous. The upcoming Rendezvous schedule seemed a good time to consider a new season for two reasons: 1) Since the 1998 Tucson Rendezvous is in December, a fall Rendezvous would be only nine to 10 months later, which is closer than our normal intervals. 2) We had been working with the newly formed Canadian ranger association to have a joint Rendezvous in 1999. They recently decided they were not ready for such a venture, so we did not have a planned date or site for 1999.

In December every member received a ballot with the proposal for a spring Rendezvous, which included a list of discussion points for and against. The board used the results of that poll (see page 17) and the following factors to make their decision:

➤ The 1998 Rendezvous is very late, which would put a fall 1999 Rendezvous only nine to 10 months away.

➤ The 2001 Rendezvous in Jackson (25th anniversary of ANPR) will be a big one and will be more expensive than our recent Rendezvous. Jackson has only one facility that can accommodate us and the area has become even more popular in recent years, driving up lodging prices.

➤ With a late 1998 and a popular 2001 it makes sense not to force two more Rendezvous in between those dates.

➤ If we had a fall 1999, with a spring Rendezvous in 2000 there would be only 6 months between the conferences and Rendezvous close together will mean low attendance and high workload.

Bill Wade, Rendezvous coordinator, is currently researching potential sites for a spring Rendezvous. If you have suggestions for an area that would be an attraction for ANPR members, please contact him (address/phone on the back page). We're looking forward to participation by members who haven't been able to attend the fall gatherings due to the fall color season or other park conflicts. Join your friends for this December's conference in Tucson, then plan on a spring 2000 Rendezvous trip! □

**Pre-Rendezvous Training** *(continued from page 24)*

careers. Interest will determine which courses will go. Start thinking about whether you or a coworker need Managing the Search Function (Emergency Response Leadership), Integrated Pest Management (IPM), Covey's Seven Habits, or Interpretive Mod-

ule 101 (this requisite is for all -025 5/7/9 rangers, not only interpreters).

Specific tuition costs will be worked out shortly. Course offerings will be listed with the Rendezvous program in early summer.

— Lisa Eckert, Denali

## 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  \$25     \$45     \$40     \$75

Under \$25,000 annual salary (GS-5 or equivalent)  \$35     \$65     \$50     \$95

\$25,000 – \$34,999 (GS-7/9 or equivalent)  \$45     \$85     \$60     \$115

\$35,000 – \$64,999 (GS-11/14 or equivalent)  \$60     \$115     \$75     \$145

\$65,000 + (GS-15 and above)  \$75     \$145     \$90     \$175

#### Associate Members (other than NPS employees)

Associate  \$45     \$85     \$60     \$115

Student  \$25     \$45     \$40     \$75

Corporate  \$ 500

Supporting  \$1,000

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

Active  \$750     \$1,000

Associate  \$750     \$1,000

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

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

### Return membership form and check payable to ANPR to:

**Association of National Park Rangers, P.O. Box 108, Larned, KS 67550-0108**

*Membership dues are not deductible as a charitable expense.*

### Administrative Use

Date \_\_\_\_\_

Rec'd \$ \_\_\_\_\_ Check # \_\_\_\_\_

By \_\_\_\_\_

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

e-mail address?  yes     no

home address?  yes     no

home or office phone?  yes     no

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

\_\_\_ Do you live in park housing?

\_\_\_ Number of years as a NPS employee

\_\_\_ GS/WG level (This will not be listed in a membership directory)

\_\_\_ Your job/discipline area (interpreter, concession specialist, resource manager, etc.)



## Share your news with others!

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

### Send news to:

Teresa Ford, Editor

26 S. Mt. Vernon Club Road

Golden, CO 80401

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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