

# RANGER

The Journal of the Association of National Park Rangers

Vol. XVI, No. 3 Summer 2000



MARCH 14-18, 2000 - KNOXVILLE, TN



**PARADISE BUNCH:** The interpretive staff at Paradise Visitor Center at Mount Rainier gathers for a group photo during the summer 1999 season.

Lori Rome



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**Letters**

**Troubling Trends**

The *Ranger* issue (Winter 1999-2000) featuring an article concerning the parks' obligation to change in order to meet the needs of new users left me with certain misgivings.

Although it's obvious that the author has strong convictions concerning the Organic Act, I fear he overlooks the act's most important provision of preserving these special sites. Recognizing that park users are now more affluent and will be traveling in larger vehicles doesn't necessarily indicate a need to expand roadways and camping facilities. This is especially true if expansion comes at the expense of protecting the resource.

No one would deny that we have allowed our infrastructure to fall into disrepair over the last few decades. But why should we compound this problem through compromising our basic principles — namely, removing protection from more park-managed land to accommodate one user group? As we

expand roadways, pave over dirt areas and add electricity and other conveniences to campgrounds, we do so at the expense of the resource we are trying to protect.

As I look at my own park, in order to meet the author's recommendations of more pull-throughs and hookups, we would need to over double the present space allocated for campgrounds. Additionally, we would see the creation of power and water lines in the park that carries both aesthetic and environmental implications.

Yet, everyday, I see seniors camping with tents or in smaller vans — still able to enjoy the park experience without the added convenience of a 40-foot motor home, generator, microwave and tow-behind vehicle. Why should we compromise the park's resources in order to provide added convenience to a more demanding segment of our park users?

— David Smith, Joshua Tree

**Speak Out!**

Letters to the editor are welcomed. 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 [fordedit@aol.com](mailto:fordedit@aol.com).

**ANPR Calendar**

*Ranger* (Fall issue)  
 deadline ..... July 31  
**Theme: Cultural Resources**

*Ranger* (Winter issue)  
 deadline ..... Oct. 31  
**Theme: Visitor Use Management**

ANPR Celebrates  
**25 Years Together** ..... Oct. 29 – Nov. 2, 2001  
 Jackson, Wyo.

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The Journal of the Association of National Park Rangers

Vol. XVI, No. 3

Summer 2000

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

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

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

ANPR's official address is P.O. Box 108, Larned, KS 67550-0108. Members receive *Ranger* as part of their membership dues. Consult the inside back cover for membership and subscription information.

## 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, Ken Mabery, (703) 812-5888 or [maberyken@aol.com](mailto:maberyken@aol.com).

## Deadlines

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

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

## Advertising

Rates and specifications are available for advertising in *Ranger*. Interested parties should contact the editor, Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401; (303) 526-1380.

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## President's Message

**Editor's Note:** ANPR President Cindy Ott-Jones presented this State of the Association address to the membership at the 23rd annual Rendezvous this past March in Knoxville, Tenn.

I am not the great speechmaker of the Rick Gale era. It doesn't fit me and it doesn't fit the past year of ANPR. The past year has been one of movement and turmoil amongst the board of directors, thus causing a period of transition and quietness for ANPR. I have been involved with the board or task groups since 1988 and I have never seen anything like it! Eleven out of 12 board members had a job change, permanent or long detail assignment. Nine of this eleven physically moved. Two members had abdominal surgery, making sitting straight up and down at a computer *not* a favorite place to be!

Does this make a difference to a volunteer organization? *Absolutely*. Take a look at my garage — the office boxes are still buried. Temporary housing causes delays in e-mail set-up and the general feeling of not knowing where one will be living for a few months doesn't help.

Am I sniveling? Perhaps a bit... OK, a lot. It is mainly presenting a reality to you, the members. We will have up years; we will have down years. 1999 was quiet. Was this only due to the board members flux? No. Has membership's reason to join ANPR changed over the years, from a social organization to a more business oriented one? The board thinks so. Have values and attitudes changed with our NPS employees, causing a different line of thinking when it comes to our volun-

teer or "free" time? We think so, and several board members will write their views concerning this in an upcoming *Ranger* edition.

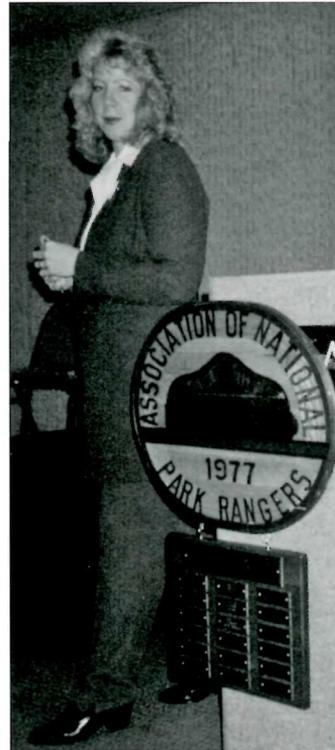
Are ANPR members going to need to look at different possibilities at continuing the work of this association and the National

Park Service? *Absolutely*. Stay tuned this week for ideas to be kicked around. Has work continued to progress? A resounding YES! *Ranger* is ANPR; Teresa Ford and Ken Mabery kept the magazine rolling while Dan Moses moved to North Cascades National Park. The International Ranger Federation movement continues, with Rick Smith, Rick Gale and Bill Halainen's guidance. This organization is financially sound, thanks to outstanding business management by Jim VonFeldt, and assistance from his brother, Doug. A program concept is set for ANPR 25 at the Snow King Resort in Jackson Hole, Wyo., in fall 2001. More details will follow on this later.

ANPR work will always continue — this is a beloved organization; its mission and purpose are cherished. No one involved with ANPR doesn't care. We just need to find a new way to carry on the business and *fun* of this organization.

ANPR, or the soul of ANPR, is not dormant or headed toward extinction. Not under my watch! Help me carry the soul of this organization into this new century! □

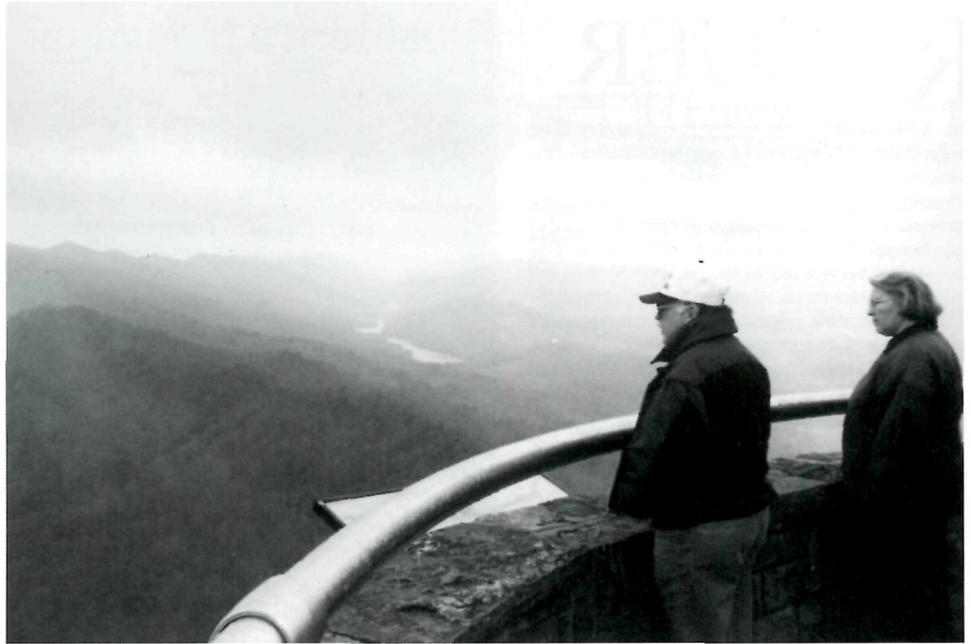
*Cindy Ott-Jones*



Rick Jones

**Cover:** Susan Beth Lindsay of the Friends of Great Smoky Mountains National Park created this artwork for the recent Ranger Rendezvous in Knoxville, Tenn.

*Ranger Rendezvous  
in Tennessee  
provided ample time  
for friendship,  
professional  
development and  
seeing the sights.*



# Short on people, but **long** on fun!

**T**he headline really does sum up the 23rd Ranger Rendezvous. It may have been the least attended Rendezvous since the early years (about 1985), but everyone who attended—and I really do mean everyone—had a good time.

*Perhaps* the low turnout helped make it fun. People were able to spend more quality time together, without the hustle and bustle of a big Rendezvous to interfere. Odds were much better in the regular raffle—and there were the usual great prizes.

It was much easier for the first-time attendees to get to know the rest of us (and vice versa) and to really feel a part of the proceedings. Although nine or 10 first-time attendees is the highest ratio that we've had in a long time, it was disappointing not to see more people drop in on their days off. With six parks within a couple of hours, we could

have seen drop-in numbers that exceeded Tucson's Rendezvous in 1998. One fellow did take advantage; he got off work at the Smokies, drove over that night, spent two full days and drove back. He thought it was worth it and said he might attend another Rendezvous in the future.

*Or* maybe it was the casual atmosphere that made it fun. Director Bob Stanton set the tone when he delivered his opening keynote address from the floor of the auditorium. It was thoughtful, spontaneous and from the heart.

When the associate directors spoke to us later in the week, they sat on the edge of the stage—at eye level with us—to give their updates. Likewise, the NPCA keynote address was poignant but relaxed, and the banquet entertainer was downright fun. Those who missed Lisa Eckert's remark at the end of the talk on Tennessee words,

missed one of the highlights.

*Or* maybe the program itself made it more fun. Potentially every talk and every workshop was of interest to a broad spectrum of NPS employees.

In many respects, the program was reminiscent of Durango's Rendezvous in 1994. There wasn't any pressure to be somewhere quickly, yet all of the sessions and workshops were well attended. Workshops were repeated enough that it was easy to decide which to attend without getting cut out. Two or three workshops had very good word of mouth in the halls, but each one had selling points and proponents.

For those who have to live vicariously, the next pages summarize business meetings, speeches and workshops.

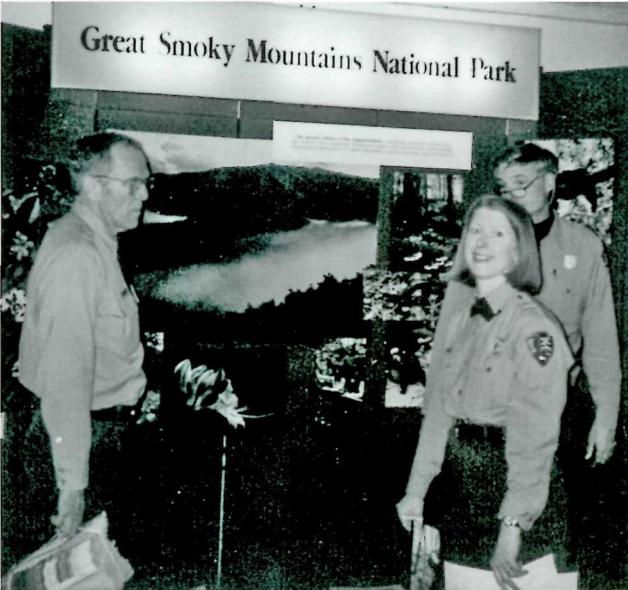
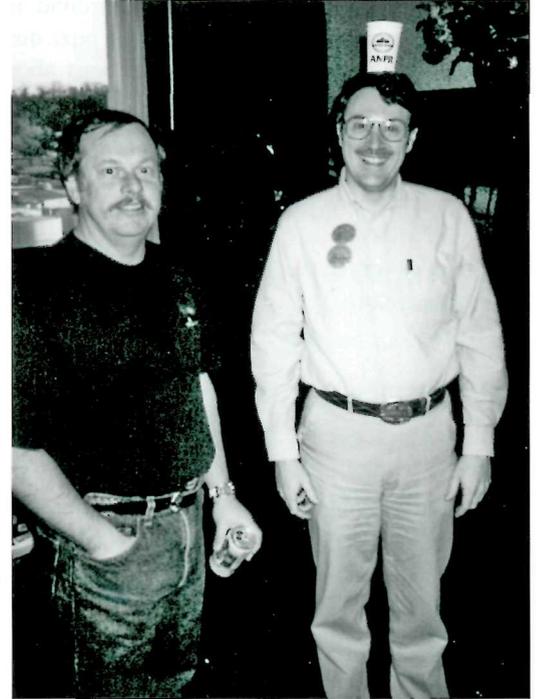
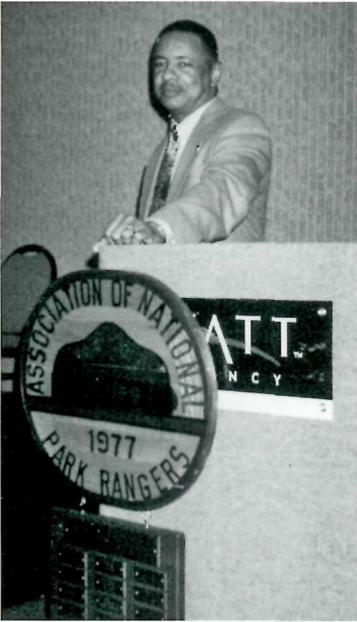
For me, there were two other things that made this Rendezvous stand out. The spirit of volunteerism was very much in evidence.

## RENDEZVOUS HAPPENINGS

Clockwise on this page from upper left, NPS Regional Director Jerry Belson addresses the gathering; outgoing board member Dan Moses, left, and Ranger magazine adviser Ken Mabery, clown around in the Hospitality Room; a breakfast get-together with the ANPR Board of Directors and first-time Rendezvous attendees; artwork by Susan Beth Lindsay/Friends of Great Smoky Mountains National Park; and the staff from Great Smoky Mountains National Park work at their display (from left are Jason Houck, Karen Ballentine and Carey Jones).

On page 2, Bruce and Georgjean McKeeman take in the scenery during a field trip to Cumberland Gap.

(Photos by Ken Mabery, Dan Moses and Rick Jones)



Everyone chipped in somehow. First-timers helped out in the hospitality room and with the raffle. When Bill Wade announced that the fun run might be canceled, volunteers came forward and, by all reports, it turned out to be a true fun run of years gone by.

And the hosted receptions will be talked about for years to come. Whenever great deeds are remembered, the spread that R&R Uniforms put out at the first reception will be remembered (carnivores or vegetarians, no one had to go elsewhere to dinner that night). The next two evenings were equally great — hand-sized pizzas one night and hoogie sandwiches the next at the Gateway Visitor Center, along with all of the traditional reception trimmings every night. Because there was so

much food, everyone lingered and lingered . . . and lingered.

Note that Rendezvous attendees did take advantage of the proximity of six neighboring parks. Just about everyone visited one or more of the parks either coming, going or on the “free” day.

We certainly extend a hearty thanks to every superintendent and every staff member for inspirational times, whether it was hiking through the Smokies, along Daniel Boone’s Wilderness Road at Cumberland Gap, into canyons along Big South Fork, visiting historic shrines at Andrew Johnson, or marveling at the Blue Ridge. Thank you for giving us wonderful park experiences. □

— Ken Mabery, Editorial Adviser

## Why come to Rendezvous?

“To meet people, and it’s a good way to see the country.”

— Kevin O’Brien, Independence

(See more comments on next page)

## Why Attend Rendezvous?

**In the months** leading up to the 23rd Ranger Rendezvous, there were quite a few conversations going around about the future of ANPR. For many attendees, the biggest buzz during breaks and in the Hospitality Room involved questions about the decreasing

To see friends that I've established and see different parts of the country and catch up on what's been going on in WASO.

— Dennis Young, Yellowstone

I want to stay in the loop and meet new folks in order to see the bigger picture.

— Robert Harris, Great Smokies (First time)

Free beer. And see what we can do to make the NPS better next year.

— Gary Pollock, WASO

I haven't been to Ranger Rendezvous in four years. I wanted to renew friendships and hear lots of good viewpoints that put things in perspective.

— Cheryl Hess, Cuyahoga Valley

Stories, memories, opportunities, friendships, beer and results.

— Pat Quinn, Petrified Forest

Fellowship.

— Lee Werst, formerly National Capitol Parks, now Carlsbad



Rick Jones

**FRIGHT FUN:** Erin Broadbent and Lee Werst have a little fun.

Camaraderie. And I became a life member when it was affordable.

— Dennis Burnett, WASO

The cultural aspects of being a park ranger.

— Dan Moses, North Cascades

Somebody keeps giving me a job [at Rendezvous].

— Diane Moses, North Cascades

Seeing and being with friends again.

— Erin Broadbent, Kings Mountain

The excitement and energy; the connectiveness when you talk with friends; explore the NPS family.

— Blanca Stransky, Denali

Old friends.

— Gary Hartley, New River

My friends and the good that ANPR does.

— Rick Jones, Glen Canyon

membership and attendance at Rendezvous.

ANPR has conducted several surveys to determine members' expectations or needs. We just wanted to hear, in people's own words, why they keep coming back to Rendezvous; or for those who were attending for the first or second time, what they liked that would bring them back.

Incorporating Rendezvous with a family vacation.

— Jim O'Sickey, Grand Canyon

The sessions. To get the scoop and insight and take it back to my park.

— Mark Herberger, Zion

To meet with people and the opportunity to meet with higher management and be able to say "hi, how are you doing?"

— John Hannon, Zion

I enjoy seeing people and the level of information. We hear things that we won't hear through the channels for months. And to have a beer with the Director and Secretary of Interior.

— Ed Rizzotto, Boston

To get better information about issues facing rangers than all the information that filters down through the chain of command.

— Dave Lattimore, Yosemite

To meet people, and it's a good way to see the country.

— Kevin O'Brien, Independence

I come for the interaction with rangers and the tidbits of information that are relevant to my state parks.

— Tim Benton, North Carolina State Parks

The totality of the experience — the combination of social and spiritual experience.

— Barry Sullivan, Fire Island

I was encouraged to come by my superintendent and everything fell into place. I liked rubbing shoulders and attending sessions.

— Paul Ghiotto, Timucuan Preserve (first-time attendee)

Because I have so much invested in ANPR and don't want to lose it.

— Dick Newgren, FLETC  
(One of three people attending every Rendezvous)



Dan Moses

Lisa Eckert

The camaraderie, and I enjoy the work sessions. We end up sharing so much; it feeds the soul.

— Shirley Hannah  
Wrangell-St. Elias

To keep giving to the organization as its members have given to me.

— Lisa Eckert, Knife River

## The NPS from an Outsider's Perspective

**T**his luncheon keynote address aided digestion. The speech was at once humorous and touching, pointed and rambling. Don Barger, director for NPCA's Southeast Region, told engaging stories of special experi-

ences that he has had in parks, and peppered his talk with quotes from notable conservationists. One of his lead sentences made us all feel good and made us think at the same time: the wonderful thing about parks is that "the American public wants to love you, but they don't know how." From Barger's perspective, Park Service employees are doing an excellent job with very little resources. We hold unique positions in "branch campuses" all around the nation.

He gave us a vision of the challenges of the future: ozone exceedance at Great Smokies, crowding, reaching out to partners, restoration of historic Cumberland Gap's Wilderness Road, preserving natural quiet, value of night skies, and viewshed protection, to highlight the major ones. Then he went on to make us think about what needs to be done better. We need to explain *why*. We do an outstanding job of telling the stories, but we don't explain why. We don't explain how it is relevant. We miss opportunities to help the public know how to love the parks. What do we need to do? We need to instill awareness of contemporary conservation challenges; get citizens more directly involved in restoring landscapes; work together to restore ecosystem health; and reverse the tendency for parks to become isolated within a degraded matrix.

Why, in this comfortable world, do park visitors continue to seek experiences with some difficulty? They still want to climb Mount Rainier or shoot the rapids in the Grand Canyon. At Bandelier, visitors want to climb the rickety ladders into the holes carved by the Anasazi — to understand what their world view was like. At Cumberland Gap the public supports efforts to put back the barrier at the top of the Gap in order to understand the hardships endured in the

name of manifest destiny. Why? Because sometimes the public needs places that are not up to modern standards; where if "you don't watch where you are going, you (will) bump your head."

Barger challenged us to manage by principle, not by public opinion. While acknowledging that we must have public involvement, we must not fall victim to public man-

agement. Instead, we must preserve opportunities. Some members of today's urban public may find it unsettling to visit a place that is quiet. Does that make preserving natural quiet less valuable?

In closing his address, Barger talked about the Organic Act's supposed dual mandate. After quoting from the recent draft Management Policies, he said the NPS still didn't quite get it. The draft still uses the term "dual mandate." There is only *one* mandate, Barger said. In the 21st century the NPS must get this right. Visitors "can't enjoy unimpaired resources if you don't provide them." Or as Director Roger Kennedy said, "En-

joyment under the Organic Act means informed delight, not reckless merriment." (See related articles in *Ranger*, Spring 2000.)

The most important thing for the new millennium is vision. This vision will be a struggle to establish ideals. "If we are going to galvanize the American people to fight for their parks, we have to preserve for them parks worth fighting for."

Barger says the public will fight for heritage; we have to give them the meaning. "You are stewards of values as yet uncaptured by language. When the rest of us understand that, we'll all want to help." □

—Ken Mabery, WASO



### "I Think I Must Have Slept through the NPS Training on Heroism"

On the last day of the Rendezvous, the Association was pleased to hear a moving keynote address presented by Florie Takaki of Great Smoky Mountains National Park. Her presentation, "I Think I Must Have Slept through the NPS Training Course on Heroism," dealt with the death of her husband,

park ranger Joe Kolodski.

Takaki recounted her husband's activities on the day of his death. Something, which stood out in the story she was telling, was that Kolodski was following a normal Sunday routine until he responded to a report of a man with a gun. At that point, a normal day transformed into one of great change not only for Kolodski's family, but also for his coworkers and the entire community.

Takaki also pointed out that all of us who put on a uniform, just as her husband had, make ourselves a target and similarly make ourselves heroes.

She related ways she is trying to cope with the tragedy, including comfort in the Bible, keeping a journal, spending time with family, and talking to friends and other rangers, primarily by phone. She also suggested that we can help others in this situation by simply writing to the family that suffered the loss. No need to actually know the individuals, Takaki said. An expression of sympathy and comfort from people in the NPS can be a reminder that they aren't alone and belong to the NPS family. □

— Lee Werst, Carlsbad



### Director Stanton reflects on NPS

National Park Service (NPS) Director Robert Stanton gave a reflective speech to attendees at Rendezvous XXIII in Knoxville. He first thanked the attendees for their work of behalf of the NPS. He then gave a "special thanks to those who put their lives in jeopardy to protect lives and property" in light of the recent murders of Rangers Joe Kolodski and Steve Makuakane-Jarrell.

Director Stanton then asked the audience "to keep in mind the depth and breadth of our (NPS) responsibilities:

- We provide local and state governments with funds and advice to carry the conservation message to all communities outside parks;
- We collaborate and cooperate with our neighbors and others;
- We carry out a portion of the trust responsibility for Native Americans through the office of the Secretary;
- And, we are looked at as an example of conservation of national parks internationally. We have assisted over 100

(continued on page 6)

## Rendezvous Workshops

### Ranger Activities Division Update

Chris Andress, Dennis Burnett, Ken Mabery, Chip Davis and Rick Gale presented updates on their respective operational areas for Rendezvous attendees.

Andress, chief of the Ranger Activities Division at WASO, announced some upcoming changes of personnel. Two new individuals have been hired to take on the duties of the Regulations Office. Both come from a legal background and will begin to work through the backlog of regulation issues. There also will be a special parks use position and an overflight regulations position established soon. In addition, a SAR/EMS manager position will be filled.

Andress, in discussing special park uses, said DOI Assistant Secretary Don Berry was concerned over recent issues of appropriate vs. inappropriate park uses. Regulations and laws clearly prohibit any use that degrades park resources. This includes off-road vehicles and snowmobiles. In the future superintendents will be required to justify what is allowed in their parks.

Burnett provided an update on several pending issues. He said DO-9 is on the director's desk for signature. Revisions to this document have been in the works for several years. The FLERT office in Boise is continuing to work through 6(c) back claims. Since January 110 claims have been processed with the help of two additional employees on rotating two-week assignments.

Mabery gave an update on uniform issues. The NPS is beginning to move forward

with a revision of NPS-43 Uniform Guidelines to DO-43. A uniform website also is under development. The NPS will reduce the number of uniform types from the existing seven to three basic uniform types. Wear testing is being conducted on a new field shirt, relaxed fit jeans, convertible trousers (zip-off legs), sweaters and a work jacket.

Davis has a new job in Montana coordinating NPS and Forest Service work on research and development of surveillance equipment. He will continue to finish work on regulation issues, but will transition the work to the newly hired regulation staff.

The PWC regulation for NPS has been published, Davis said. It is still controversial and probably will be resolved in court over the next few years. Snowmobile and ORV regulations in parks are moving to the forefront as a result of petitions by various groups to force the NPS to complete rule making. Davis said each region should now have a designated regulations coordinator to work directly with the RAD regulation office on regional issues.

Lastly, Gale said several new courses are in the works for Fire Operations and include emergency operations leadership and small unit leadership.

He also said the NPS is looking more into the social aspects of fire, including organizational psychology and burn vs. put-out decisions. A contractor will develop a strategic plan on the social aspects of fire management. □

— Dan Moses, North Cascades

### Interpretive Update

The Interpretive Update Session gave ANPR members much food for thought. Sandy Weber from WASO emphasized the continuing vision to connect People to the Parks in the 21st century. In providing for public enjoyment and visitor experiences in the parks, we hope to manifest outcomes, which create memorable opportunities for visitors, assist in preserving our diverse heritage and promote stewardship.

The Interpretation and Education Five-Year Action Plan will help bring about these goals by innovating in many facets of our programs. We will rework and improve the messages we portray to the public and our other constituencies. NPS Workforce improvements will include full implementation of the Ranger Careers program, a "Foundations" course for new employees, and full implementation of the Interpretive Development Program. We will also strive through social science assessment to know more about our audiences. Ultimately we may develop solutions that assist in solving critical resource issues, which are based on the ideas and approaches developed in these programs.

Other supporting innovations are afoot as well, Bob Huggins will direct the development of new Park Education Centers, action is being taken to increase funding for the Parks as Classrooms Program, and new developmental opportunities in the Interpretive Competencies are becoming available. For more information contact the Division of Interpretation in WASO. □

— Rick Jones  
Glen Canyon NRA

### Stanton *(continued from page 5)*

sovereign nations with parks' development."

As we look to the coming year Stanton articulated his intention to have a Cultural Resource Challenge as a companion to the current Natural Resource Challenge. He made it clear that "we have the responsibility to make the argument that we protect all resources." Director Stanton also indicated that as the NPS argues for base operations increases in fiscal year 2001 and beyond, that these are not as easy to articulate to Congress as dollars for specific projects.

In closing Stanton again asked the audience to reflect. Consider what ANPR can and should provide to the health and welfare of the NPS, he urged. Also, consider Stephen Mather's statement: "He/she is a better citizen for touring the national parks." — Jeannine McElveen, John Day Fossil Beds

**HEARTFELT WORDS:** NPS Director Bob Stanton kicks off the Rendezvous with a keynote address.



Ken Mabery

# An Eye-Opening Experience

## A Non-NPS Person Attends Ranger Rendezvous

By Dr. Louis L. Ott

**M**y first question was: “What does the average citizen know about the national parks of our great country?” My answer was “much,” if they have ever visited one or many of the fine parks throughout our beautiful 50 states.

My second question was: “What does the average citizen know about the guardians of our natural, cultural, and recreational resources.” My answer: “Not diddly squat. Zilch. Nothing.” And that is too bad. At the invitation of your president of ANPR, Cindy Ott-Jones, and her husband, Rick, I was privileged to attend the XXIII Ranger Rendezvous in March in Knoxville, Tenn. To say that enlightenment was about to descend upon me would be putting it mildly. What an eye opener it was! It was fun meeting some of the characters (plural) of the ANPR, such as Rick Gale and Bill Wade, but more importantly I got to meet the “character” (singular) of ANPR. I had known from first-hand experience of the love and devotion park rangers have for their jobs; I just had no idea of the unseen ramifications of their jobs.

I had the privilege of attending four days of seminars to witness some of the varied challenges that come from the NPS on a continuous basis. From these seminars I gained insights not only to the problems, but also to some of the solutions. Not everyone agreed, as would be expected in a large gathering, but I knew that everyone

involved was striving for a common goal — to be the best, not only in our great country, but in the world.

I got to meet many NPS people, from the NPS Director Robert Stanton, to the GS-5 looking for a job, either seasonal or permanent. I had known beforehand of the murder of the two young rangers, one in Hawaii and one in the Great Smokies, and was again saddened when the subject arose in conversation. I doubt that many of the public know that every day in every way the law enforcement branch of the NPS put their lives on the line for the protection of the public as well as their own. I have always told “my ranger” to be alert and always look behind you; someone might be gaining on you.

I have always been told that the NPS is like a big family, and I have seen this over the past 20 years. I am proud that part of my family is also part of your family. I would encourage any of you who are not a member of ANPR to join as soon as possible to help you see what is going on in your world.

If you haven’t guessed, I happen to be the very proud father and father-in-law of two of my favorite rangers, Cindy Ott-Jones and her husband, Rick. Cindy and her sister Laurie have been the light of my life for their entire lives, and I’m doubly proud of the accomplishments Cindy has had in her years with the NPS.

My sincere thanks to each of you who treated me so kindly at the Rendezvous in Knoxville. I will try in the future to enlighten any of the public as to the great job each of you do in providing guidance for our national treasures. □

*Dr. Lou Ott, D.D.S., is the father of ANPR President Cindy Ott-Jones. He has been carving and painting decoy ducks for years; his donation of decoys to the Rendezvous raffle has become one of the highlights of that event. He lives in Kansas City.*

# Why I Still Care

By Rick Smith

Retired

Shortly after I agreed to work on the program for the 25th anniversary Rendezvous along with fellow ex-presidents Rick Gale and Maureen Finnerty, a friend asked me the following questions. “Why are you volunteering to do that? You’re retired now. Why do you still care about ANPR?” They were interesting questions, ones that I hadn’t thought about for some time. So, I thought about them. Maybe you’ll find some of my answers interesting.

**I still care about ANPR because I still care about the National Park System.** One of our principles is that we “support the management and perpetuation of the National Park Service and the National Park System.” “The National Park System” part of that phrase was added several years after the adoption of the original expression of support for the management and perpetuation of the National Park Service to emphasize the commitment that most members of ANPR felt toward the resources contained within the parks. With this addition, members served notice that ANPR cared about wolves and periphyton as much as it cared about performance appraisals and interpretive or law enforcement training.

I think it was an important addition. I have increasingly come to value the National Park System, not just as a collection of amazing

sites, but also as an important historical record of what each generation of Americans has considered important. Each generation

gets to put its own unique stamp on the character of the System. One of the reasons, I believe, that so many deauthorization at-

tempts have failed is that of intergenerational equity. The current generation is reluctant to question the judgment of previous generations as to what is significant and worth preserving and protecting. So, the System continues to grow and the last three additions, Minuteman Missile NHS, Thomas Cole NHS, and Fallen Timbers Battlefield and Fort Miami NHS, represent, in part, what our generation thinks is important as expressed through the votes of our elected representatives.

**I still care about ANPR because I still care about rangers.** Rangers, as the most public expression of the NPS, serve the visitors who come to our parks and provide the protection and management for the resources of the parks. It is the rangers who tell the compelling stories about the reasons for the parks’ establishment. The love affair that Americans have had with their parks is in no small degree the result of their interactions with the rangers of the Service.

I must confess, however, that I am worried about rangers. Please understand that I am not suffering from the “things were better in the good old days” syndrome. Much of what we used to do as rangers was just flat wrong — inadequate law enforcement training, throw and go medical treatment, uninformed resources management activi-

## PERSPECTIVE

ties, bad evening programs, etc. No, what I am talking about here is something more difficult to define and immeasurably more difficult to correct. I sense that rangers, especially on the protection side of the house, have been seduced by all the ranger-type activities that stoke the adrenaline of the participants. I am referring to law enforcement, search and rescue, and emergency medical services. They seem to forget that at the heart of the Ranger Careers movement was the idea that the ranger, above all else, is a resource protector and educator. Dabney and Brady were able to sell that idea to OPM and grades of rangers were adjusted upwards accordingly. Yet, when I was talking to chief rangers, superintendents, and regional office personnel during the review that a small team conducted for the WASO Ranger Activities Division last year, respondents repeatedly remarked on how difficult it was to get their rangers to concentrate on the resources responsibilities that were outlined in their position descriptions rather than their law enforcement responsibilities.

This is a dangerous tendency. First of all, it puts at risk the upgrades that protection rangers received as a part of Ranger Careers. As one senior superintendent put it to me during the WASO RAD review, "I don't see that I am getting any more resources protection activity out of our rangers even though they are costing me more than they used to." It won't take long before the position classifiers stop looking at PDs and start looking at what rangers are really doing. We already know that rangers aren't going to get a lot of grade credit for the diversity of tasks they perform. Rangers must pay attention to the duties that are grade controlling if they wish to remain at the grade levels they now occupy. And, in almost every case, those duties are connected with resource protection and education.

The second problem is that the protection ranger's preoccupation with law enforcement, in some ways, isolates the protection staff from the remainder of the ranger profession, the majority of whom are much more intimately involved with the resources of the parks. The interpreters tell the stories of the resources, and the natural and cultural resources rangers monitor and manage them. During the review process that I mentioned earlier, another superintendent said

that he regarded the protection ranger's concentration on non-resource related issues as "marginalizing" the protection staff. He voiced concern that protection rangers would no longer be eligible for advancement into management positions because they would not meet the KSAs related to resources management. He went on to observe, "Maybe they don't care anymore about management positions since they have 20-year retirement." Hopefully, this is an attitude not shared by many other NPS employees. Protection rangers simply can't afford to be isolated from the rest of the staff; they must be seen as team players.

**I still care about ANPR because I still believe in the organization.** As one of the founding members of ANPR and its second president, I still believe that ANPR provides the best forum for working through the issues that I have mentioned above. The *Ranger* continues to be the premier magazine dedicated to our profession and to the issues that rangers face. I am still proud of every issue I get, and I count on it to keep me informed about what is on the minds of the current generation of rangers.

The Rendezvous, organized by its members and run by volunteers, is, along with the biennial meeting of the George Wright Society and the NAI conference, one of the three most important non-NPS events on the calendar. The Director and his staff recognize its importance and often schedule their NLC meetings to coincide with the Rendezvous schedule. That way they can make appearances, participate in the social events, and keep in touch with their grass-roots employees. Of the 23 Rendezvous, I can recall only three or four in which the then-Director didn't appear. And, those were mostly in the early years of the organization when we were still

trying to figure out what kind of an organization we wanted to be when we grew up.

Now, we've grown up. It hasn't been an easy maturation process, and the current state of the Association worries me. Our membership is down by almost 500 members. Rendezvous attendance is growing smaller. The participants at the Rendezvous are increasingly grayer. We have relied on a small group of volunteers to get the work of the Association done. They are getting burned out and many are about to retire, if not already retired. ANPR is slowly going to fade away if we don't do something to reverse these trends.

So, that's what the theme of the 25th anniversary Rendezvous is going to be. We are going to take a look at the future of protection, interpretation, and cultural and natural resources. What kinds of challenges will rangers of the future face and what kinds of skills and abilities will they need to meet these challenges?

We are also going to look at the future of ANPR. What kind of organization do we need to become to attract the loyalty of the next generation of rangers? Of course, none of this future-gazing will be possible without a look back at where we have been, both in our professions and in our organization. But, the focus will definitely be on the future. You will see more about this in upcoming issues but be prepared for some heavy lifting at Jackson Hole. Sure, we will have fun — we always do — but there is some serious work to be done and we can't postpone it any longer. □

*Rick Smith began his NPS career as a park ranger in Yosemite in 1971. He retired in 1994 after serving as an associate regional director for resources management in the Southwest Regional Office. Since that time he has worked as a consultant, primarily on international affairs.*

**See your photos in print!**



Bryce Canyon National Park

Teresa Ford

Ranger magazine would like to print your photos. If you have photos of rangers working in national parks or scenic shots from the parks, please consider sharing them. (No slides, just prints or digital files.) Contact the editor at [fordedit@aol.com](mailto:fordedit@aol.com); (303) 526-1380, or mail to Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401.

After photos are published, they can be returned if you place your name and address on the back. Please let us hear from you!

# The NPS Natural Resource Challenge

It's not just a good idea, it's the law (or at least the budget)

**T**he Natural Resource Challenge is under way and has potential for success, said Bob Krumenaker, then-deputy associate regional director in the Northeast Region. At the recent Rendezvous he provided a history of the development of the Natural Resource Challenge, summarized its progress, and gave a brief synopsis of current and future budget proposals.

Krumenaker explained that the idea began in 1997 after Director Stanton read Dick Sellars' book, "Preserving Nature in the National Parks," and initiated a dialogue within the NPS about the direction the agency should take. While this discussion was taking place, Congress passed Public Law 105-311. Title II of this law is the strongest Congressional endorsement to date for a science mandate in the NPS. Title II indicates that the NPS should use science for the benefit of the parks as well as for the pure scientific value.

On Aug. 12, 1999, Director Stanton announced the Natural Resource Challenge, comprised of four main goals:

- To preserve the parks so that this generation benefits and learns from them while managing them so that future generations enjoy the same benefits.
- To improve the management of the parks through a greater reliance on scientific knowledge.
- To develop and employ techniques that protect the inherent qualities of parks; restoring systems that have degraded and collaborating to minimize degrading influences that originate outside parks.
- To promulgate broadly the knowledge gained in parks, by the NPS and others, for the benefit of society.

Though the public generally supports the NPS when it knows what we are doing, we've rarely taken the time to explain what it will take to protect the resources. The NPS hasn't rewarded resource protection as much as visitor services. Krumenaker explained that we need to change the perception and the reality to "The NPS is the steward – in perpetuity – of America's heritage."

Twelve NPS work groups were assembled and asked to develop action plans. Common

themes were found, including that scientific knowledge is fundamental and must be available to both the NPS and the public, planning needs to be integrated, each park can't do it alone, we must embrace the wider scientific community, and protecting biodiversity requires on-the-ground management. From the action plans a strategy was developed. Krumenaker summarized the strategy:

- base fund a program to complete basic natural resource inventories and monitor the vital signs in all parks with natural resources
- eliminate the most critical mitigation problems and the backlog of natural resource projects
- attract outside scientists to help us and engage the public with a strong interpretive program.

While waiting for funding to be approved for the Challenge, the NPS is taking several no- and low-cost actions. Krumenaker listed examples: implementation of Resource Careers; encouragement of sabbaticals for visiting scientists; institution of a simpler, web-based permit system for research and collecting in parks; revision of each park's website to showcase resources and their significance; assertion of the use of science as a guiding principle in the NPS Strategic Plan; and the cooperation of "greening" efforts and natural resource management to provide environmental leadership.

Krumenaker also reviewed the budget situation for the Natural Resource Challenge. Over the five-year course of the Challenge, \$103 million has been proposed. He explained that the base funding increases requested fall into the three strategy categories: completion of inventories and continuing monitoring of natural resources, the elimination of the most critical natural resource mitigation problems, and the enlistment of accomplished scientists to address park resource issues. In the five year budget proposal, 59 percent of the money and 92 percent of the new positions proposed will be in parks.

In FY 2000, \$19.7 million was requested and 70 percent (\$14.3 million) was received. Krumenaker emphasized that the NPS must do the most it can with the monies received rather than dwelling on the fact that 100



Rick Jones

**ENDLESS TICKETS:** Rick Gale counts tickets to sell for ANPR's popular raffle.

percent wasn't received. This year is critical, he explained; the NPS must produce measurable results and show Congress that we are serious. Congress will not continue to provide funding if it does not believe the NPS is serious about the Challenge.

Most of FY 2000's money is designated for national program infrastructure, not the creation of plans, and it is intentionally going toward existing programs. Among the actions are funding for an I&M coordinator position in each region, the establishment of four park-based exotic plant teams (Hawaii, Florida, Chihuahuan Desert and National Capital Region), large increases in NRPP (especially for small parks), and an increase in the Geological Resources Division.

Proposals for FY 2001 and FY2002 budgets include expanding water quality monitoring and assessing watershed conditions, creating new system of monitoring resources (Vital Signs), making the natural resource data useable for management decisions and for the public, increasing park bases for exotic species control and threatened and endangered species recovery, establishing learning centers, expanding air quality monitoring, establishing a resource protection fund, and more project funding.

*(continued on next page)*

## Dillon wins NPCA's Mather Award

**L**ocal newspaper attacks, press conferences demanding resignation, editorials, letters from Congress, and intense local pressure from residents, utility companies, police and others.

This may sound like the life of a disliked, disrespected, and perhaps powerful politician. But, alas, these events describe the past year in the life of the 1999 Stephen T. Mather Award recipient **Constantine "Costa" Dillon**, superintendent of Fire Island National Seashore.

A monetary award and a print of Fire Island were presented to Dillon by Laura Loomis of the National Parks and Conservation Association NPCA at the Ranger Rendezvous in March. Each year NPCA presents the Mather Award to a federal employee "who has exhibited exemplary and distinguished performance in the

protection of park resources."

Against strong public protest, Costa developed a proactive plan to monitor mosquitoes and educate the public instead of spraying. He also didn't approve the Army Corps of Engineers' plan for shoreline stabilization until an environmental impact study was completed. Additionally, he sustained

public and political attacks for his closures to off-road vehicles. Nesting birds and recovered threat-

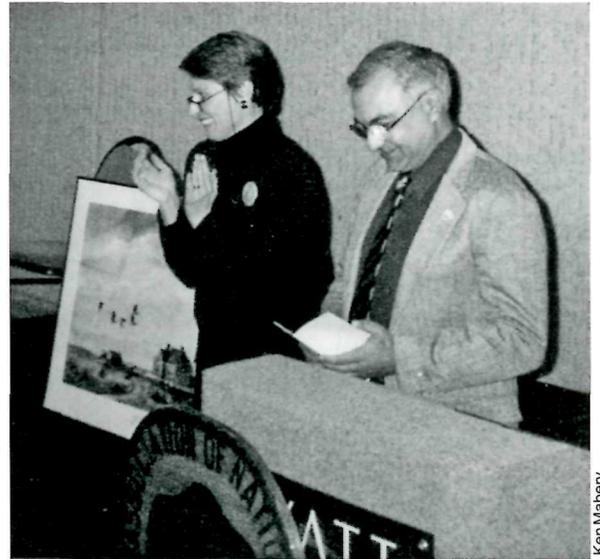
ened species populations have increased since the closures began.

Away from the battlefield, the superintendent has fostered supportive partnerships with Ducks Unlimited and the U.S. Fish and Wildlife Service. He has developed an

advisory board, and he was instrumental in the acquisition of additional acreage to the Fire Island Wilderness. Dillon earned the award by being a prime example of someone who places protection of the resource in front of his career. □

— Dawn O'Sickey, Grand Canyon

**"exemplary and distinguished performance in the protection of park resources"**



**EXEMPLARY PERFORMANCE:** Laura Loomis of NPCA, left, joins in congratulating Constantine "Costa" Dillon, the 1999 Stephen T. Mather Award recipient.

Ken Mabery

## Natural Resource Challenge

(continued from page 9)

Some proposed funding will be base increases, but there will also be opportunities to compete for funding. Krumenaker reviewed steps to increase the opportunity to get a share of the funds. His recommendations: make sure your base increase requests (OFS) articulates natural resource needs, even if they are not the park's top priority; make sure the park's resource protection and education needs are listed in PMIS, again even if not the parks' top priority; participate in I&M network and exotic team organization meetings; develop a learning center or CESU proposal with your park's partners; and articulate the big picture – sell the Organic Act.

For more information about the Challenge, visit either [www.nature.nps.gov/challengedoc](http://www.nature.nps.gov/challengedoc) (public web site) or [www1.nrintra.nps.gov/challengedoc](http://www1.nrintra.nps.gov/challengedoc) (NPS intranet). □

— Jeannine McElveen  
John Day Fossil Beds

## Cultural Diversity

Define diversity. That was the first question on a survey that facilitator Blanca Stransky distributed to participants in her workshop. One participant defined diversity as, "People who aren't like me."

When did you first realize that you were perceived as "different?" Was it a discovery that everyone else used crayons with their right hands and you didn't? Stransky's story related to her first permanent position with the NPS. A co-worker asked her, "What are you?" She was led to believe she was hired for her ethnicity and not her clerical test score.

The participatory session revolved around the survey and scenarios from a book, "Voices of Diversity: Real People Talk About Problems and Solutions in their Workplace," by Renee Blank and Sandra Flip. Diversity was defined further as providing opportunities to learn; increasing innovation; and adding new and creative ideas, as well as different approaches.

"This echoes leadership course strategies, it could be synergy," said a participant.

What often hinders acceptance of diver-

sity? Stereotypes. Stereotypes form opinions that are almost always negatives. They group, label or categorize individuals; they reinforce negative perceptions when you "look for proof" as if to validate the statement, "I told you so." Break those stereotypes by asking yourself, "Does this comment hold true for everyone?" "Does a past experience with a member of this group affect how I think?"

As supervisors and employees, we can make a difference by making the workplace more inclusive, by looking at each employee (and visitor for that matter) as an individual. We all bring differences to the workplace, to our neighborhoods and to our lives.

— Lisa Eckert, Knife River



**NPS Associate Directors Mike Soukup and Maureen Finnerty exchange ideas during Rendezvous.**

Ken Mabery

## Ranger Rendezvous Business Sessions

**D**uring the 2000 Ranger Rendezvous, the ANPR Board of Directors held business sessions to update the membership on the activities and accomplishments over the past year-and-a-half.

The first session began with of the State of the Association by President Cindy Ott-Jones (see page 1). She described how the board has mirrored the fluctuation of the NPS with most of the board members moving and/or changing jobs since they took office. Even with the bumps in the road, however, progress was made. She passed the baton to the attending board members for their presentations. Nine of the board members were present. These are some highlights:

- ▶ Secretary Dawn O'Sickey explained that elections are a bit off-kilter due to the change to a Spring Rendezvous. (Members should have received ballots in early May and again at the end of the year.) Recruit, recruit, recruit!
- ▶ Doug VonFeldt and Treasurer Lee Werst gave the good news that ANPR is fiscally sound. The rotation of Rendezvous still allows for one Rendezvous and one board meeting each fiscal year (just flip-flopped), and the Super Raffle is once again a success.
- ▶ Bill Wade and Rick Gale gave an overview of the next Rendezvous — ANPR's 25th anniversary. It will be at the Snow King Resort in Jackson, Wyo., in late October 2001. The program will focus on "what we are, where we were, what we are

going to be" and, of course, fun.

▶ Scot McElveen, Special Concerns board member, mentioned that the year had been fairly quiet on the Hill regarding ANPR-related concerns. He has made some good contacts and will keep the membership posted.

▶ In the field of Education and Training, Lisa Eckert mentioned that this year the Rendezvous ran back-to-back with a Compass II training. Also, Bill Supernauth, superintendent at Badlands, has volunteered to run and revitalize ANPR's mentoring program.

▶ Internal Communications member Dan Moses stated that the development of the website continues to be the big issue. Although some work is being done, members need to contribute more information and more time needs to be spent on creation.

▶ In the absence of Seasonal Concerns board member Melanie Berg, Ott-Jones described the problems with seasonal insurance. Apparently there are some serious communications problems with Seabury and Smith. Berg is working on the issue with Mike Caldwell and will keep the membership posted. Also, a draft of a new "How to Become a Ranger" brochure is nearly ready. More on that throughout the year.

▶ *Ranger* magazine liaison Ken Mabery stated that 1999-2000 has been a great year for the magazine. He and Teresa

Ford, *Ranger* editor, are looking for people outside the NPS to write articles for the Perspectives section. Look for cultural resources and visitor use management topics to be covered in the future. Also, *Ranger* staff can always use more photos. ▶ In the arena of Professional Issues, Erin Broadbent has been keeping informed of the housing issue. She noted



**RECORDKEEPING:** ANPR members, left to right, Erin Broadbent, Paul Ghiotto, Dawn O'Sickey and Bill Wade, help at the Rendezvous registration table.

all indications are that a new housing policy probably won't be pushed until after the fall elections in Washington.

▶ Gary Pollock, Strategic Planning board member, announced that the Strategic Plan has reached its final stage. Although it will be a living, working document, a final draft was available for attending members to review.

▶ Rick Jones has been busy with Fund Raising. The trademarking of ANPR's logo is moving along (thanks to some pro-bono law work). Jones also has been developing partnerships with the National Park Foundation and The Parks Co.

Several discussions occurred among the attending members regarding upcoming Rendezvous (potential locations, another possible spring Rendezvous), and communications channels. □

— Dawn O'Sickey  
Grand Canyon



**BUSINESS DISCUSSION:** ANPR President Cindy Ott-Jones and Business Manager Doug VonFeldt listen as Gary Pollock, a board member, makes a point. The ANPR Board of Directors held several business sessions during the Rendezvous.

## Rendezvous Workshops Message Project: Experience Your America

Identity is the crux of this project. Just like cross-country travelers who recognize golden arches for french fries and fast food, the NPS arrowhead identifies the “treasures” of the National Park System. But we need to still get the word out. Why are we special and how can we help people to understand our mission?

Many locals simply call their nearby national park area, “the park.” Many of us in uniform are called forest rangers. Jennifer Mummart of WASO’s Partnership Office summarized the results of research provided by the National Park Foundation. The results became known as the “Message Project,” a way to connect people with parks.

If the public doesn’t understand what we do, what can we do about this? Among the top findings:

- The NPS logo, the arrowhead, is not used consistently on materials and our materials (signs, newspapers, brochures, home pages) look different. Materials tend to be park-specific and not mention similar-theme areas or that we’re part of a system.

- Consider the way we communicate with the public (and our own employees) about our role of stewardship in ways they can relate and understand. Only 25 of the 379 park sites have full-time public information officers. Have we assessed our audience needs? (The finding: in our attempt to connect, we do so with a general audience in mind.)

- Take care to communicate that we are protecting parks for people and not from people. We need to communicate as one organization, by using consistent language, why people should care and invite them to participate.

— Lisa Eckert  
Knife River

## Cheating Death and Disaster — Safety Awareness Fire Environ- ment Initiative (SAFE)

Steve Holder of the Boise Interagency Fire Center presented this workshop that looked at how historically we have dutifully handled emergency situations and in some cases, cast caution to the wind. We make

many sacrifices (even an occasional human one), review, recommend and hope it won’t reoccur. The old saying, “Those who do not learn from the past are destined to repeat it,” frequently haunts us to the detriment of personal safety.

After the 1994 fire season that was remarkable for the deaths of 34 firefighters, including 14 fatalities on the South Canyon fire in Colorado, the five federal agencies with a majority of wildland fire suppression responsibilities initiated a top-to-bottom evaluation of fire suppression practices. One step was a survey of over 1,000 firefighters to determine their views to ensure a safe work environment.

The Wildland Firefighter Safety Awareness Study resulted in innovative ideas as well as 86 goals and 227 implementation strategies. Common items identified included incomplete reports on injuries and burnovers; inconsistent investigations of fatalities; unreported near misses; feelings of stigma and futility; and lack of a good reporting system. In other words, a macho, can-do attitude has led to cutting corners, unsafe work practices and pressure on field staff to keep your mouth shut and just do the job.

A comparison of this study with a report on wildland fire issues completed by the Forest Service in 1957 showed that almost all of the same issues and concerns continue to plague the firefighting community.

An evaluation of the latest study showed the need to work on three primary elements: change the culture in fire, shift CORE values and recognize accountability.

These are being pursued through the following efforts:

**SAFENET** — Wildland fire suppression operations and the NPS share the common problem of having a safety database that doesn’t provide sufficient information for trend analysis to identify and correct deficiencies and hazards. For instance, our reporting systems lack information about “near hits” or “almost an accident” stories that are critical to proactive prevention. Now when you see an unsafe act, including near misses, report it.

**Decision Skills Training** — training course specific to the demands of emergency operations and emergency site decision making to incorporate core values, situational leadership and emergency response leadership.

**Center for Lessons Learned** — Goals are to collect and analyze data and information and provide multiple means to share this knowledge; promote change; and improve operational productivity, organizational learning and safety. Top priorities are after-incident reports; information collection teams; recognition and dispersal of best practices; governmentwide publication (Scratchline) and archiving and accessing knowledge.

— Bruce McKeeman  
Roosevelt-Vanderbilt NHS

## Protection Ranger Competencies

Ken Mabery, Chuck Anibal and Ginny Rousseau presented a workshop on the status of the development of competencies for protection rangers. The goal of the competencies is to help develop a proactive resource protection program and have rangers trained in law enforcement, resource stewardship, communication, use management and emergency operations.

The idea is to be realistic and develop broad-level competencies for protection rangers and then develop park-specific competencies. The competencies are still a work in progress and the group is looking for comments.

— Erin Broadbent  
Kings Mountain

## Resource Stewardship

A fundamental goal of the National Park Service is to protect the resources — the flora, fauna, historical objects, archeological sites, even the air and water. But as the demands of managing increasing numbers of visitors have escalated over the last few decades, many protection rangers have found themselves stretched to the limit performing law enforcement and other emergency services.

In this workshop, Scot McElveen, chief ranger and chief of resource management at John Day Fossil Beds National Monument, described strategies and techniques that are part of the Pacific West Region’s resource stewardship strategy. He also discussed how similar strategies may benefit other parks throughout the Service.

McElveen defined resource stewardship as “the collective efforts of all park divisions to preserve, protect, maintain, restore and

understand park resources.” If one theme characterized this workshop, it was that protection of park resources is a collaborative responsibility of all park employees, and that resource managers and protection rangers, in particular, need to work closely together.

McElveen described four components of the Pacific West Region’s strategy: resource planning, funding for resource protection, position and performance management, and changing the culture. □

— Gary Pollock, *Bevinetto Fellow*

## Measuring Scenic Quality

Much of what park visitors experience is visual. But how do we know what visual characteristics make a particular view superlative, and another view only a short distance away uninteresting or poor?

In this workshop, Laura Rotegard, community planner at the Blue Ridge Parkway, provided an overview of a process used to define, describe and use viewshed information. While protecting scenic quality has always been an important part of managing the national parks, oftentimes we lack the

tools to influence visual quality beyond park boundaries. Even within the parks we must ensure that our management practices are consistent with maintaining a high degree of visual quality.

The Blue Ridge Parkway was established to showcase the scenic beauty of the mountains and surrounding rural Appalachian landscape between Shenandoah and Great Smoky Mountains national parks. In many areas, however, the scenic views are threatened by incompatible land use changes near

*(continued on page 20)*

## Albright-Wirth Grants Can Help with Employee Development

**H**ow many of you have enough program dollars to send everyone on your staff to all the training that they need? How about developmental training that will benefit your employee’s future career, but has no immediate impact on your current programs? If not, here’s another option. Encourage your employees to take advantage of Albright-Wirth Grant Opportunities.

Multiple Albright-Wirth Grants are presented once a year to permanent employees of the National Park Service with five years or more of permanent service. A call for grant applications is sent out each spring through NPS e-mail and applicants usually have a month or more to complete and return the application. Questions for the prospective grantee include: what do you want to achieve or accomplish, how do you intend to achieve this goal, a description of your supervisor’s support, and a detailed expense sheet of estimated costs. Remember that this is a competitive process, so be descriptive and comprehensive.

My particular experience with the grant process took place in FY99 when I attended “The Disney Approach to People Management” at Disney Institute in Florida. This program was brought to my attention by a previous supervisor who recommended it highly. Unfortunately, the cost was fairly prohibitive by NPS training standards, but within reasonable parameters for private industry. I applied for and received an Albright-Wirth Grant, which allowed me to attend this training.

The “Disney Approach to People Management” evaluates the success of various Disney strategems used in managing their

personnel and then expands upon and adapts these techniques to each of the workplaces represented by class members. The intensive approach of adapting these techniques to specific corporate cultures is a strong point of the Disney program. Topics covered include identifying and enhancing your corporate culture, employee selection and retention, identifying and rewarding behaviors that enhance this corporate culture, and enhanced workplace communication.

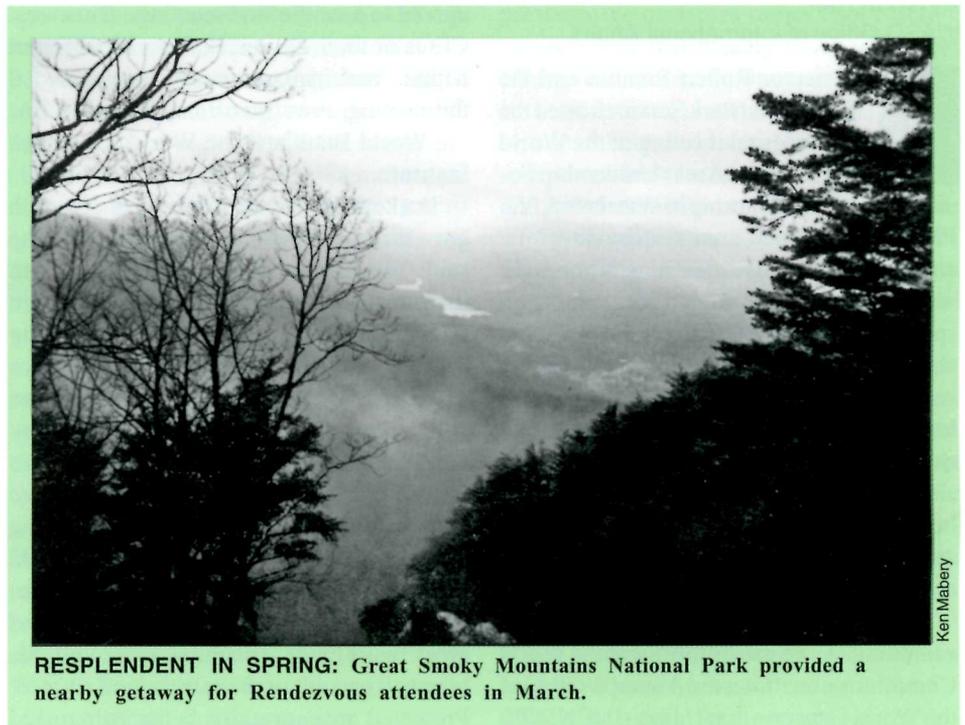
This particular combination of knowledgeable and well-prepared instructors, superb training facilities, techniques developed by a world leader in people management, and suitable adaptation to attendee’s specific

workplaces combined to make this an excellent instructional experience. I have applied many of the pertinent management techniques in my current workplace and found them successful, particularly when modified to fit our particular NPS culture.

For more information on Albright-Wirth Grants, contact the NPS Office of Employee Development in WASO.

For more information on Disney Institute Training opportunities contact the Disney Institute, (407) 828-4411, <http://www.disneyseminars.com>

— Rick Jones  
Glen Canyon NRA



**RESPLENDENT IN SPRING:** Great Smoky Mountains National Park provided a nearby getaway for Rendezvous attendees in March.

Ken Mabery



## Inaugural Meeting of World Protected Areas Leadership Forum Allows for Exchange of Ideas

By Scott Hall  
WASO Office of International Affairs

**D**irector Robert Stanton and the National Park Service hosted the inaugural meeting of the World Protected Areas Leadership Forum (WPALF) this spring in Warrenton, Va. Park and protected area system directors/ chief executive officers from around the world, met and exchanged ideas and perspectives about emerging park issues and shared experiences and lessons learned about common approaches to protected area challenges. Most importantly, the forum served as an important mechanism for protected areas leaders to jointly consider their pressing issues at the dawn of the 21st century and to bring them forward for consideration at the 2002 World Parks Congress.

The WPALF concept was jointly conceived and developed by NPS and the World Commission on Protected Areas (WCPA) of the World Conservation Union - IUCN. NPS

agreed to host the first meeting. Directors/ CEOs or their designees from 18 different national park management agencies attended the meeting, as well as officials from WCPA, the World Bank and the World Resources Institute.

In a keynote address at the forum, Stanton gave the participants their charge when he said: "We have a monumental obligation to the future. It is our duty to point the way in this new millennium. The job will go on long after we, collectively and individually, have departed the stage. But the direction it goes will be determined in very important ways by what we do."

Adrian Phillips, WCPA chairperson, gave the participants a preview of the pressing global issues that will influence the 2002 World Parks Congress. On the positive side, there now are more than 30,000 protected areas worldwide encompassing approximately 9 percent of the earth's land surface. Protected areas are also being recognized

increasingly for the critical environmental services they provide in protecting the earth's biodiversity, air and water resources. On the negative side, existing protected areas are experiencing serious impacts (e.g. from pollution, climate change, poaching, and encroachment) and the lack of necessary resources and trained personnel. Social unrest, economic problems and war have also created conditions unfavorable to protected areas in many developing nations. Less than one percent of the world's marine ecosystems are protected, and other key biomes (for example, lakes and grasslands) are under-represented.

The World Parks Congress is a once-in-a-decade event and the principal venue for setting the global agenda on national parks and protected areas. It is an important opportunity to review the global status and trends affecting protected areas and to consider the future of protected areas throughout the world. The Fifth World Parks Congress will

take place in Durban, South Africa in September 2002. The theme of the 2002 Congress is "Benefits Beyond Boundaries."

The 1992 World Parks Congress took place in Caracas, Venezuela, and was momentous for opening up participation to a much wider range of new stakeholders, including representatives from private environmental and conservation organizations and from the tourism and economic development sectors. The growth of this broader constituency for parks and protected areas is an important development, but it also means that parks professionals must work harder to make their voices heard at Durban in 2002.

# Incident Command:

## Not just for fires and floods

By Mary Furney  
Hubbell Trading Post NHS

**I**n January of 2000, the newly established Incident Management Program Steering Committee met in Phoenix, Ariz., to provide strategic direction and recommendations for NPS incident and event management. The idea to form such a committee resulted from a meeting in Boise of the National and Regional All Risk Management Team commanders and NPSNIFC employees.

Deputy Chief Ranger Rick Gale called the Boise meeting because he realized the impending need to integrate the existing successful fire management program use of the Incident Command System (ICS) with managing all NPS incidents and events. At that same meeting it was established that ICS would be the best and most efficient way to manage all such incidents and events. Reaching this objective will take considerable work, which the steering committee has begun.

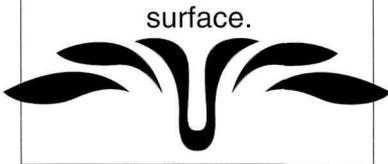
A significant factor leading Gale to call the Boise meeting was the Ranger Activities Council's position paper written in early 1998 on the management of incident management teams, previously known as all risk management teams. The premise of that paper was that due to reorganization, lack of consistent use, funding constraints, etc., the amount of regional all risk teams declined. Maintaining regional teams became difficult, primarily because of the lack of qualified personnel. The RAC paper referred to yet another meeting of all incident commanders in which they developed a recommendation to provide a sufficient number of incident management teams, maintained in a ready-response level, including alternates to all team positions. The ICs recommended that a national type I team and four type II teams should be maintained. The type II teams would be geographically located; Eastern, Central, Western and Alaska. Financing would come from existing training funds and regional funds. Financing would also be enhanced by a commitment from WASO Ranger Activities Division to provide additional funding support.

### *The Future of Managing All NPS Incidents and Events*

Why provide funding for maintaining incident management teams? Just ask any one that has needed additional help managing an incident or event and has called in a team for support. Generally the responses are overwhelmingly positive like: "couldn't have managed without the team," "saved my bacon, that's for sure!" and "took care of things I hadn't even thought about." Depending on the incident, emergency funding may be available to pay for the costs of the team and associated activities, equipment, etc. Pre-placement of a team prior to an incident or event is usually not covered by any existing funding source. We all know, if it is at all possible to be proactive to take preventative measures rather than reactive to situations, it is usually much more cost effective in terms of money, time, property loss and in many instances potential human injuries and loss of lives. Having a funding source available for such team pre-planning and pre-placement would be of great benefit.

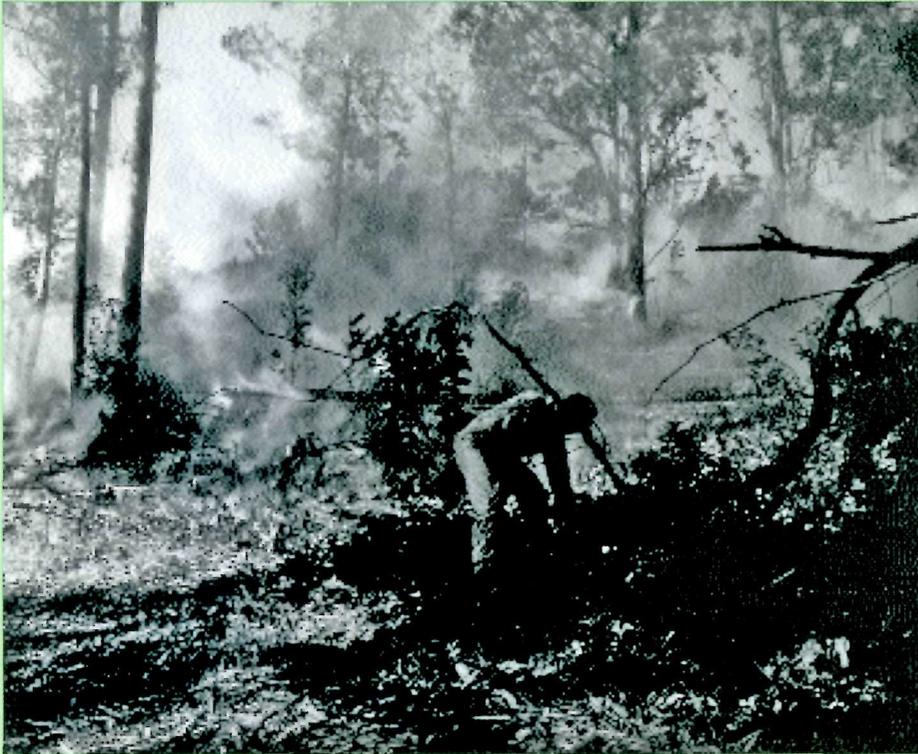
As with all programs, established or in the planning stages, funding is one of the main keys to success. Getting a program funded usually relies on disseminating the information on the benefits of a program showing it is worthy of financing. It should be no surprise then that the five-year action plan developed by the steering committee this past January includes, among many other strategies, "to develop and distribute information materials explaining the benefits, efficiency and achievements of deployed Incident Management Teams and other uses of ICS." A second action item is to "Submit a budget request for base funding in the FY 2002 budget cycle for the training and devel-

There now are  
more than 30,000  
protected areas  
worldwide  
encompassing  
approximately 9  
percent of the  
earth's land  
surface.



Participants at the WPALF identified and developed seven key protected areas issues—including ecosystem management of parks and linking parks to surrounding areas—for which individual attendees agreed to develop position papers and identify resources and speakers to present to the World Parks Congress Planning Committee. The next meeting of the WPALF will take place in Spain in 2001. □

Scott Hall works in WASO's Office of International Affairs.



Dennis Young

Prescribed fire at Grand Canyon National Park.

opment of regional and national Incident Command Teams.” These two strategies fall under the Desired Future Conditions which states, “The Incident Command System is the management system of choice to respond to emergency incidents and events by the National Park Service.” Also included is; “The National Park Service will provide sufficient funding for the management and preparedness of incident management teams.” The four additional Desired Future Conditions developed by the steering committee are:

- There are sufficient funding sources to pay for incidents and events, including the use of incident management teams;
- The incident management program responsibility and design is clearly defined and is known and utilized by all NPS employees;
- Every team can cohesively function within standards developed for performance, mobilizing, equipping and training; and
- Workforce planning, recruiting, training, and retention are implemented

to meet incident management, employee, and agency needs.

Within each of the Desired Future Conditions are several strategies to achieve them. Within the strategies are tactics that have been or will be assigned to subject matter specialists, or task groups to accomplish. It is hoped that individuals or groups tasked with such assignments will eagerly tackle the assignments considering the positive implications for the entire NPS as well as for all current and future Incident Management Teams.

Sufficient funding, workforce planning and integrating ICS into management of all incidents and events including fire are common threads woven throughout the Desired Future Conditions for good reason. There is a pending deficit of qualified personnel to fulfill positions on incident management teams at all levels — hence, the need to inform all NPS employees of the importance and benefits of using ICS to manage all incidents and events at all levels. Gaining this knowledge will then encourage supervisors to ensure their employees receive ad-

equated training to qualify to fill various positions within the Incident Command System. Developing a qualification system, training curriculum and a performance-based certification system is imperative for the success of maintaining all risk incident management teams. An important aspect of this encompassing qualification system is to establish a method to certify fire incident qualified individuals in the all risk ICS qualifications system once it is established.

The steering committee has much to achieve. Accomplishing such grand tasks requires support and commitment from all NPS employees. The committee hopes that getting the word out on the benefits of using ICS for all incidents and events including floods and fires will make for smoother sailing and getting through challenges relatively unsinged. □

The Incident Management Program Steering Committee members include Josie Fernandez (WORI), Ron Everhart (IMRO), Judy Forte (SERO), Dave Lattimore (YOSE), Skip Brooks (COLO), Greg Stiles (SHEN), Merrie Johnson (NIFC), Mary Furney (HUTR), J.D. Swed (DENA), Ruth Kohler (SOAR) and Bill Adams (NIFC).

*Mary Furney is chief ranger at Hubbell Trading Post National Historic Site and manages the resource and visitor protection and visitor service programs. She previously worked for the U.S. Forest Service for eight years — in Alaska and California — doing silviculture, interpretation, law enforcement, and managing a district's dispersed recreation program. Prior to that she worked at Bandelier, Cabrillo, Golden Gate, Muir Woods and Yosemite doing mostly interpretation along with some protection duties.*

# IRF Update



By **Bill Halainen**  
Delaware Water Gap

**T**he Third World Congress is fast approaching and has been fully booked. UNESCO's World Heritage Committee recently approved a grant of over \$25,000 to support delegates from World Heritage Sites, and IRF has enlisted a professional fundraiser to raise funds for delegates and other Congress support.

Gradual progress is being made in increasing IRF's membership base by seeking contacts in existing ranger associations and encouraging the formation of associations in those countries that lack representative organizations. Vice President Rick Smith and South American Representative Juan Carlos Gambarotta have been working hard in that continent, with Argentina becoming the latest and most significant association to recently apply for membership. IRF has received word that Russian rangers have formed an association, and that Hungarian rangers are keen to follow. In Eastern Europe, the Slovak and Czech Ranger Associations have met to discuss closer cooperation.

The need to fund basic Federation activities over the long term continues to be a priority. A business plan is being prepared to help IRF target potential support. Meanwhile, the Federation continues to build on relationships with other partners and potential collaborators.

The loss of life of more rangers in protected areas and the continuing and devastating loss of wildlife, particularly in Africa, continue to be major issues that the Federation must address. These issues will be discussed at Kruger, but ways are also being sought by which action can be taken sooner with other international organizations and agencies. Feedback from member associations will be vital if IRF is to make a meaningful contribution to action.

The Federation provides the only worldwide forum for rangers in protected areas to address issues which concern them in day to day operations and to bring such issues to the notice of international agencies and governments. I encourage member associations to share their concerns with other member associations and to use their IRF International Executive Council representative to broaden discussion. There is a wealth of experience throughout the Federation – we should strive continuously to unleash its potential for the benefit of all.

A World Congress every three years provides an excellent opportunity to put issues on the world stage, but it will only provide that opportunity for a few fortunate delegates. Local, regional and continental gatherings are equally important and will provide greater opportunities for individual rangers to influence the way forward.

Last November **IRF President Gordon Miller** addressed the annual meeting of the Australian Rangers Association in Darwin, Northern Territory. Also attending was Rick Gale of ANPR, who shared his extensive experience in fire management with delegates. The meeting provided an excellent opportu-

nity to meet with Kristen Appel and her colleagues and discuss a potential bid from Australia to host the Fourth World Congress in 2003.

Miller also visited the state of Victoria, attended a meeting of the Victoria Rangers Association and met with Mark Stone, the chief executive of Parks Victoria. Australia could provide an excellent location for the Congress, and Parks Victoria has expressed a willingness to support the Congress in that state. We await a decision from the Australian Rangers Association on a definitive bid.

**IRF Vice President Rick Smith** spent three weeks in January working for the Interamerican Development Bank in South America – a week each in Uruguay, Argentina and Chile. During the trip he did some IRF work on the side.

One of the recommendations that the consultants are making to the Interamerican Development Bank is that it fund a six-country study of the park ranger profession. The countries would be Brazil, Bolivia, Argentina, Paraguay, Chile and Uruguay. This study would look at issues such as training, career ladders, compensation, educational requirements and the like. This would be the first time that such an international lending organization would look at our profession in an analytical fashion. □

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- Shares ideas; say it where 1,400 readers will see it
- Viability for your thoughts and issues
- Improves your writing skills (peer reviewed)
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- Professional recognition among your peers

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

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



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

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## The Professional Ranger

### Resource Management

Implementation of the first year funding of the Natural Resource Challenge is well underway, and there has been a flurry of activity to start new programs, strengthen existing ones, and make allocation decisions for future year funding, assuming success with the Congress continues. Some of the hotly-contested, first-round competitions have taken place, and I can report where some of the early successes are or will be:

► Four Exotic Plant Management Teams have been awarded with FY 2000 funding to Hawaii (based at Haleakala), Florida, Chihuahuan Desert and short grass prairie parks (based at Carlsbad Caverns), and the National Capital Region (based at Rock Creek).

► Four Learning Centers have been identified for FY 2001 funding, for Point Reyes, Rocky Mountain, Cape Cod, and Great Smoky Mountains.

► Five additional ecosystems have been identified for Cooperative Ecosystem Study Units (CESUs), although the competition between universities is not finished. The new CESUs will be in the desert southwest, south Florida, great plains, Pacific northwest, and California. Assuming FY 2001 funding, these five will join the established CESUs at Northern Arizona University and the Universities of Rhode Island, Montana, and Tennessee.

► Vital Signs monitoring networks will be established in FY 2001 in parks in the following ecosystems: northwest coast and Cascades, northeast coast and barrier islands, heartland (midwest), southwest desert, and Appalachian/upper gulf coastal plain. In addition to these new starts, the original prototype monitoring programs that were never funded at Mammoth Cave, North Cascades, and Olympic will get a jump-start.

Craig Axtell, chief of resource management at Rocky Mountain National Park, has been named as the first chief of the new NPS Biological Resource Management Division, which was also created with the first year of NRC funding. Axtell is a veteran NPS resource manager, and this suggests that the new division will understand parks, not just science, and how the two need to work

together.

Natural resources is not the only program moving quickly. Cultural resources, under the leadership of Associate Director Kate Stevenson, has been given the go-ahead to develop a companion Cultural Resource Challenge (CRC). Just as in the early days of the NRC, the CRC thus far is being developed by a small number of knowledgeable insiders, and its shape and size aren't widely known. We're told that the full scope will be revealed at the national NPS cultural resource meeting in Santa Fe scheduled for May. This program will need grass roots support and buy-in from the field to be successful, and many hope that lessons learned from the painful germination and development of the NRC will be learned and applied quickly.

There have been many significant court cases challenging NPS authority to protect resources, or our compliance with environmental laws, over the last few years, some of which have been reported here. Most of those cases concerned natural resource issues. A case with great implications for historic preservation has now been filed, however, and while it has great import for the NPS, it attacks the very foundation of the government role in reviewing actions that threaten cultural resources. *National Mining Association v. Slater* challenges the 1999 regulations promulgated by the Advisory Council on Historic Preservation for Section 106 of the 1966 National Historic Preservation Act. The plaintiff argues that the 1999 regulation's "sweeping transformation of the role of the Advisory Council from purely advisory to one with substantive regulatory authority over other federal agencies and parties is arbitrary and capricious." This could be a big one, and the cultural resource community is anxiously awaiting the ruling.

The George Wright Society (GWS) has now mounted the entire text of Dick Sellars' *Preserving Nature in the National Parks* on its website. While it's not likely any sane person will try to read the 394 page book on line, it makes a great and accessible reference. Check it out at <http://www.georgewright.org/sellars.pdf>. (Note the file is almost a megabyte in size—be patient with the download.) The Society's website is getting better and better, and has links to many of the seminal documents in protected area resource

management policy and history.

Note that I did not say "National Park Service" but "protected area." The GWS site links to many Parks Canada and other international sites of great interest. Of particular relevance and timeliness is the just-released report of the Panel on the Ecological Integrity of Canada's National Parks — <http://www.parksCanada.gc.ca/ei-ie/report.html>. Entitled "Unimpaired for Future Generations?", the panel's report goes far beyond our own Natural Resource Challenge in its assessment of the state of the parks and its recommendations for sweeping change in the way that nation thinks about and manages its national park system. If the title sounds familiar, so should much of the argument and reference to legislation. Canada's 1930 National Parks Act borrowed heavily from the 1916 US National Park Service Organic Act. In fact, pages 2-5 of the Ecological Integrity report has a sidebar titled "There is No Dual Mandate," which reviews the interpretation of Canadian national park mandates and concludes that "parks are places for the protection of ecological integrity and for visitors to enjoy nature in a manner that leaves ecological integrity unimpaired." There was considerable discussion as both the NRC and the ecological integrity panel evolved over the last few years, and there's great opportunity now for the U.S. and Canada to learn from each other as we attempt to implement the cultural changes both reports call for. □

— Bob Krumenaker  
Valley Forge

## Protection

Fifteen to 20 years from now we may well look back and realize that *the* most important protection measure of this era was the National Parks Pass. This pass was first made available to the public April 18. For \$50, the pass gives unlimited entrance to parks for one year from the date of purchase. It is artistically beautiful. Unlike the Golden Eagle pass that looks boring, the Parks Pass will be purchased just for its beauty. Its collector's value alone is worth the price.

But the excitement doesn't end there. All funds generated from the sale of these passes stays with the National Park Service. Seventy percent of the proceeds benefit the park

(continued on page 24)

## ANPR Reports

### Retirement

**New TSP Options**— At the recent Rendezvous in Knoxville, Tenn., the main subject of the Retirement Workshop was the new funds available in the TSP in October 2000. The advantages of the Roth IRA were also discussed with questions and answers on a variety of retirement and investment issues.

The two new funds to be offered in October are the “S” and the “I” funds. These, like the “F” and “C” funds, are index funds, which follow indices of renowned financial institutions.

The “S” fund invests in small to medium-size U.S. common stocks traded on the New York, American and Nasdaq stock exchanges and matches the Wilshire 4500 Index. This fund is the Wilshire 5000 (5000 stocks) Index with the S&P 500 stocks removed. For 1999 the Wilshire 4500 was up 35.5 percent as compared to the C Fund’s 21 percent, pointing out that large cap stocks don’t always lead the market. Five and ten year results are +18 percent and +14 percent respectively compared to the S&P 500’s +25 percent and +18 percent. You can follow this new “S” fund by watching the *Vanguard Extended Market Index* Fund in the daily papers.

The new “I” fund follows the Morgan Stanley Capital International EAFE Index. This is a stock index fund designed to measure the investment returns of developed countries outside of North America. “EAFE” stands for Europe, Australasia (their word for Australia and countries in that area of the world) and the Far East. There are 21 countries now listed in the Index. The MSCIEAFE Index last year was up 26.7 percent, also denoting large caps (S&P 500) don’t always score better. Annualized returns for 5 and 10 years are +13 percent and +7.8 percent respectively. This index can be found in the *Wall Street Journal* and the *USA Today* in the business sections where market indexes are listed.

Beginning in October, with these two new funds, you will have the advantage to further diversify your biweekly contributions into stocks without duplication. The question now is, just how are you going to do it? At the present time you should be 100 percent invested in the “C” Fund and should continue to hold this fund as a *core holding*. I

believe large capitalization stocks, over the long run, will continue to out-pace everything else. However there will be years (like 1999) where these two indices beat the S&P 500. If you want a more diversified portfolio, here is a suggestion:

➤ Continue to hold the majority (50 percent to 60 percent) of your TSP in the “C” Fund. Move 25-30 percent into the “S” Fund and put no more than 10-15 percent into the “I” Fund. Divide your biweekly contributions into the same percentages otherwise don’t do anything and keep investing 100 percent in the “C” Fund.

As you know I am an advocate of long-term investing in stocks. I continue to be bullish, long-term, and am putting my money where my mouth is. This is because we plan to live a long time and will need the growth in stocks to maintain the lifestyle to which we have become accustomed. Those of you, who are contemplating retirement within a year and *really believe you will need the TSP funds immediately upon retirement*, perhaps should have your TSP mostly in the “G” Fund. However, remember this money which has grown tax deferred will be taxed as regular income when redeemed. A better plan, upon retirement, might be to transfer the money into a no-load mutual stock fund IRA where the principal would remain intact, growing tax deferred, and then only take the interest and dividends as needed. You thereby delay the tax man as long as possible.

At Rendezvous Kathy and I were asked a lot of questions about Roth IRAs. As you know these IRAs are not tax deductible but are *tax free* when taken out. A question was asked that with 10 percent going into the TSP, the FERS employees don’t have the money to invest \$2,000 in a Roth IRA and the TSP. In this case our suggestion would be to contribute at least 5 percent in the “C” Fund so that you get the government’s 5 percent match. Then take \$2,000 and invest that in a no-load mutual fund Roth IRA. If there is still some investment money left, either add more to the TSP up to the 10 percent and/or invest in a \$2,000 Roth IRA for your spouse. We think that everyone would like to have some *tax-free* income someday during retirement. Don’t forget that the non-working spouse is also eligible for a \$2,000 IRA also as long as the working spouse’s earned income is at

least \$4,000.

With this year’s extreme volatility, a few nervous investors may want to bail out. *Don’t!* One change in the TSP in October is that you will know the number of shares you have in each fund. When the price goes down you will be able to see how the number of shares purchased increase with the same amount of money contributed every two weeks. Thus when the market rebounds — historically it always has and always will — you will own more shares that will make you richer. *Don’t panic!* You are long-term investors not short-term traders. As of April 28, 2000, the S&P 500 was even year-to-date (ytd), the Wilshire 4500 was down 10 percent ytd and the MSCI EAFE was down 5.1 percent ytd. Hang in there, folks. □

— Frank Betts, Retired

### Mentoring

According to my Webster’s, a mentor is:

- a wise, loyal adviser
- a teacher or coach.

In practice, a mentor provides insight into the inner workings of an organization, introduces a (generally) younger and junior employee to the culture of a profession or program area, and serves as a sounding board and catalyst for change in another person, the “mentee.”

ANPR chose to establish a mentoring program several years ago in the hopes of transferring some of the accumulated knowledge, experience and professional judgment represented throughout our membership. To a limited degree, this has worked for a few lucky individuals. However, while there have been many volunteers willing and able to provide these services, we have been less successful in soliciting members — old or new — who were actively seeking an individual development opportunity through a mentoring experience.

For an idea on how successful a mentoring opportunity can be, reread the article by Noel Poe, Andy Banta and Lisa Eckert (*Ranger*, Winter 1999/2000). While this was designed into their training as part of the Midwest Region’s program for park manager trainees, the principles apply to our situation just as well.

Other NPS programs have also contained a structured mentoring component — the Mid-Level Manager Development Program

and the most recent cycle of the Intake Program, to name just two that I am familiar with.

So, if it is a good thing for employees/members and there are willing and able volunteers waiting to impart their experiences, how do we make it happen?

A large part of the solution lies within you! Trying to develop a strategy for breaking into a new career path? Wondering how to make yourself stand out from the other applicants for the next position? Looking for someone to bounce ideas off — engage in adult conversation — help you think outside the box? If so, drop me a note at Badlands National Park, e-mail me at [bsuper@gwtc.net](mailto:bsuper@gwtc.net) or call (605) 433-5550 and let's discuss some options.

I've been a mentor and a mentee, and like Lisa and Andy, can testify to the benefits derived from a good match with a person who takes an interest in helping one discover new directions and boundaries.

In the future, watch the ANPR web site for more mentoring news, including a place to sign up if you have an interest in sharing your experiences — or gaining from those who have been down the path you may be seeking. □

— Bill Supernaugh, Badlands

## Elections

ANPR members received ballots in May to vote for candidates for three Board of Directors' positions. Results will be announced in the next issue of *Ranger*.

These are the candidates:

**Education and Training** — **Max Lockwood**, WASO's Youth Programs Division; and **Jeannine McElveen**, administrative technician at John Day Fossil Beds.

**Internal Communications** — **Dan Greenblatt**, assistant district interpreter at Island in the Sky District in Canyonlands; **Bill Supernaugh**, superintendent at Badlands National Park; and **Dennis Young**, park ranger at Yellowstone National Park.

**Strategic Planning** — **Ed Rizzotto**, the New England Cluster's housing management coordinator, Boston Support Office. □

## Treasurer's Report

Thanks to the work of the Investment Committee, ANPR is in excellent financial health. Many of the goals set for the Association's investments have been met, which will allow money to be transferred into less aggressive, but more stable funds. Thanks to the work of Jim and Doug VonFeldt, a draft for a new budget was also hammered out for the new fiscal year. □

— Lee Werst, Carlsbad Caverns

## In Print

### Deep South

Nevada Barr; G.P. Putnam's Sons, ISBN 0-399-14586-9; 2000; hardcover, 340 pages; \$23.95

**A**nna Pigeon is at it again. In this newest mystery by award-winning author Nevada Barr, park ranger Pigeon stumbles upon a murder with frightening racial overtones.

In "Deep South," the ranger leaves her beloved Mesa Verde and heads for a promotion on the Natchez Trace Parkway. Practi-

cally immediately she finds herself surrounded by controversy. As the new district ranger, she faces intense resentment that could compromise her ability to do her job. Pigeon sets aside thoughts of personal safety, though, when she discovers a teen girl's body near an overgrown cemetery.

During the investigation she encounters tight-lipped locals, Civil War reenactors and wild teenagers.

This is Barr's seventh Anna Pigeon mystery, each set in a different park site. She lives in Mississippi where she earlier worked as a ranger on the Natchez Trace Parkway before leaving to write books full-time. □

## Rendezvous Workshops

(continued from page 13)

the park, as rural landscapes are transformed from agricultural use to residential development. Rotegard described the process the Blue Ridge Parkway used to map, describe, and rate the scenic integrity of view areas, including lands beyond the park boundary, in order to determine how to prioritize them and develop protection strategies.

She provided several definitions used to characterize scenic quality. For example, it is important to understand the concepts of foreground, middleground and background because of their relative importance in the perception of a scenic view. The process involved using GIS to map foreground, middleground and background areas from each view area. Rotegard described other concepts used in the process, such as vividness, intactness and uniqueness.

Vividness refers to the intensity, strength or memorability of a scene, created by the presence of key elements such as expansiveness, framing, variety of surface patterns and textures, sense of focal point, depth, and fleeting images such as wildlife or fall colors.

Intactness refers to the level of incompatible and intrusive change from an idealized landscape. While most views can be considered predominantly natural, cultural or a blend of both, the concept of intactness helps define the extent to which intrusive elements compromise its scenic qualities.

Uniqueness refers to the rarity of the view in the local, regional and national context.

Using these concepts, it is possible to

measure the scenic quality of any view area and assign a numerical score. By ranking the view areas based on their scores, park managers are able to better understand which views are most important, and how they might be affected by changes in land use practices.

To carry out the project at the Blue Ridge Parkway, Rotegard showed how the park used teams of citizens from each of the many counties the parkway traverses. Among the benefits to this approach was the local knowledge of these citizens and community leaders.

Rotegard described one instance in which an old, rundown property that some would have thought of no consequence, or even an intrusion on an otherwise natural scene, was actually the oldest homestead in the county and of great historical significance.

Involvement of local citizens, however, brought more benefits than just local knowledge. By involving these citizens in the process, they were able to better communicate with other citizens in the communities and help develop strategies that allow for economic growth while protecting the scenic views that are important for the parkway. In fact, they were able to show in economic terms how important the scenic quality of the parkway is to each of their communities.

Rotegard's workshop provided an interesting look at a process that can provide much information about the scenic quality of parks. □

— Gary Pollock, Bevinetto Fellow

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Bic metal point pen with ANPR logo (gray or black, circle color)(SALE!)	\$1.00			Canvas Carry-on Bag - green with tan lettering (National Park Service)- 19x10x10 with two end pockets	\$29.50		
Insulated mug, large, black (20 oz.)	\$6.00			Coozie lined can holder, green with gold ANPR logo	\$3.50		
Insulated mug, small, gray (12 oz.)	\$4.50			Leather folder, tan with gold ANPR logo in lower right corner	\$19.50		
ANPR Tattoo (2 per order) (SALE!)	\$ .50			<b>NEW ITEM!</b>	<b>COST</b>	<b>QUANTITY</b>	<b>TOTAL</b>
ANPR decal	\$1.50			Hoofnagle Rangeroon notecards - winter scene, blank inside	10 for \$7.50		
Plastic stadium cups	\$1.00			Subtotal			
ANPR coffee mug (ceramic)	\$6.00			Shipping & handling (see chart)			
Pewter key ring (SALE!)	\$4.50			<b>TOTAL (U.S. currency only)</b>			
Brass key ring (SALE!)	\$4.50						
Large belt buckle, brass (3-in.) (SALE!)	\$17.50						
Large belt buckle, pewter (3-inch) (SALE!)	\$17.50						
Large totebag, cream & forest green	\$15.00						
Penlights (marbled gray only)(SALE!)	\$10.00						
Small Swiss army knife w/ 4 tools, 1 and 1/2-inch blade, (black, red or blue - circle color) (SALE!)	\$15.00						
Croakies (eyeglass holder) - Forest Green (SALE!)	\$4.00						
"National Park Service"	\$4.00						
"Park Ranger"							
T-shirts w/ large two-color ANPR logo White - heavy 100% cotton Circle size: M, L, XL, X, XXL	\$9.50 \$10.50						
Rendezvous T-shirts from Ft. Myers Six-color screenprint on forest green, heavy 100% cotton; (SALE!) Circle size: Large only	\$2.00						
Rendezvous T-shirts from Tucson Tan with dark green imprint heavy 100% cotton; (SALE!) Circle size: M, L, XL and XXL	\$2.00						
Rendezvous T-shirts from Knoxville Dark green with multi-color design heavy 100% cotton; (SALE!) Circle size: M, L, XL and XXL	\$2.00						
Cloisonne pin with ANPR logo	\$2.00						
Ball cap (beige) with embroidered ANPR logo (SALE!)	\$10.00						

**Shipping & Handling**  
 Orders up to \$10 ..... \$3.50  
 \$10.01 to \$20 ..... \$4.00  
 \$20.01 to \$50 ..... \$5.00  
 \$50.01 to \$100 ..... \$7.00  
 Over \$100 ..... \$10.00

**Look for the new SALE items!**

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

Name \_\_\_\_\_

Address \_\_\_\_\_

Phone \_\_\_\_\_

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

*Do you have any requests for sales items for ANPR's 25th Anniversary Rendezvous (October 2001 in Jackson, Wyo.)? If so, please contact Jeannine by e-mail or regular mail.*

## All in the Family

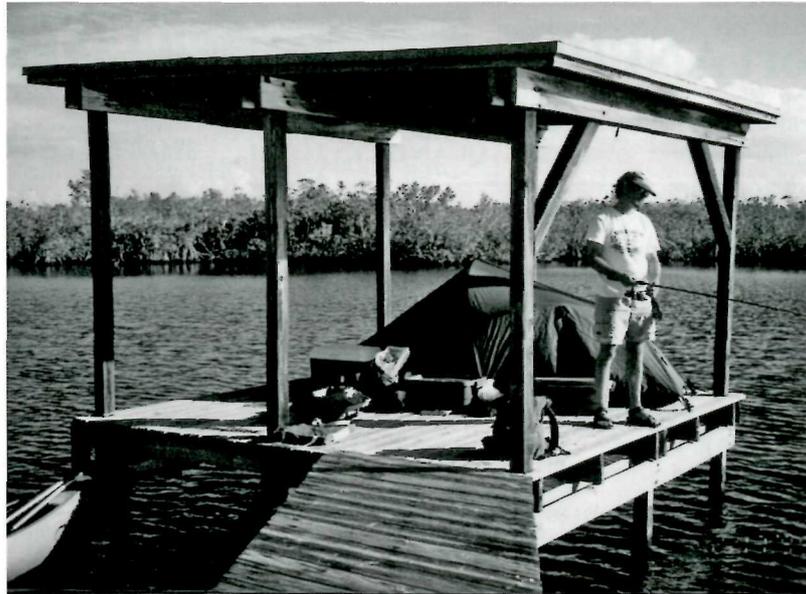
Please send news about you and your family. All submissions must be *typed or printed* and should include the author's return address and phone number.

Send via e-mail to [fordedit@aol.com](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.

**Mardi Arce** (KLSE 87-89, WOR190, FIIS 91-92, PETR 93-94, NEPE 95, EFMO 96-99) has left the chief ranger's position at Effigy Mounds NM and now is chief ranger at Natural Bridges and Hovenweep National Monuments.

**David** (GRCA, ROMO, SEKI, YOSE, ZION) and **Pat Buccello** (GRCA, EVER, SEKI, YOSE, ZION, IMRO) have moved to Maine where David is the chief ranger at Acadia and Pat continues her job as a special agent, now working for WASO-RAD. Their address is RR 1, Box 5250, Bar Harbor, ME 04609; [canyons@acadia.net](mailto:canyons@acadia.net)

**Bob Krumenaker** (CANY, GRCA, ZION, NABR, DINO, WASO, BITH, ISRO, SWRO, SHEN, NERO) is now the deputy superintendent at Valley Forge National Historical Park. Previously, he was the deputy associate regional director for resource stewardship in



**SOLITARY FISHING:**  
Interpretive ranger Kevin Dowell takes a day off in the Everglades and camps at the "Hell's Bay Chickee."  
Lori Rome

Philadelphia. Bob and wife **Susan Edwards** (ISRO, SHEN), who now works for the U.S. Geological Survey, won't have to move their home because Valley Forge is only eight miles from where they live in the Philadelphia 'burbs. E-mail remains the same, too: [vaccinium@erols.com](mailto:vaccinium@erols.com).

**Dave Mihalic** (GLAC 72-73, 76, YELL 76-81, YUCH 81-85, GRSM 85-88, MACA 88-94, GLAC 94-99) is superintendent at Yosemite. Previously he was superintendent at Glacier. He started his new job last October; **Jeri**,

**Emily** and **Nick** joined him in February. Address/phone: P.O. Box 424, Yosemite National Park, CA 95389; (209) 372-8825.

**Lee Werst** (GETT, INDE, COLO, NACC) has transferred from supervisory park ranger at the National Mall to supervisory park ranger at Carlsbad Caverns National Park. A new home address is pending. □

## What are you waiting for? It's time to join ANPR



The Association of National Park Rangers has been an organization looking out for your interests for 21 years now. As a member, you have access to many benefits. Included are:

- Quarterly *Ranger* magazine with professional information & updates
- Special rates on distinctive ANPR promotional items
- A way to keep in touch with friends and colleagues
- Major medical and term life insurance for seasonal & permanent employees (Call toll-free at 800-424-9883 for details)
- Facilitated mentoring program
- Discounts on Rendezvous registration & ANPR-sponsored training courses

For more information on these programs, contact:

**Mike Caldwell, Membership Services**  
33 William St.  
New Bedford, MA 02740

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

## Humor in Uniform

### Vacation Woes

During a long airport layover I was comparing experiences with flight attendants. I observed that the NPS has a saying: "Go on vacation and leave your brains at home." The flight attendants responded that their equivalent is: "Pack your bags; pack your brains."

— Ken Mabery, WASO

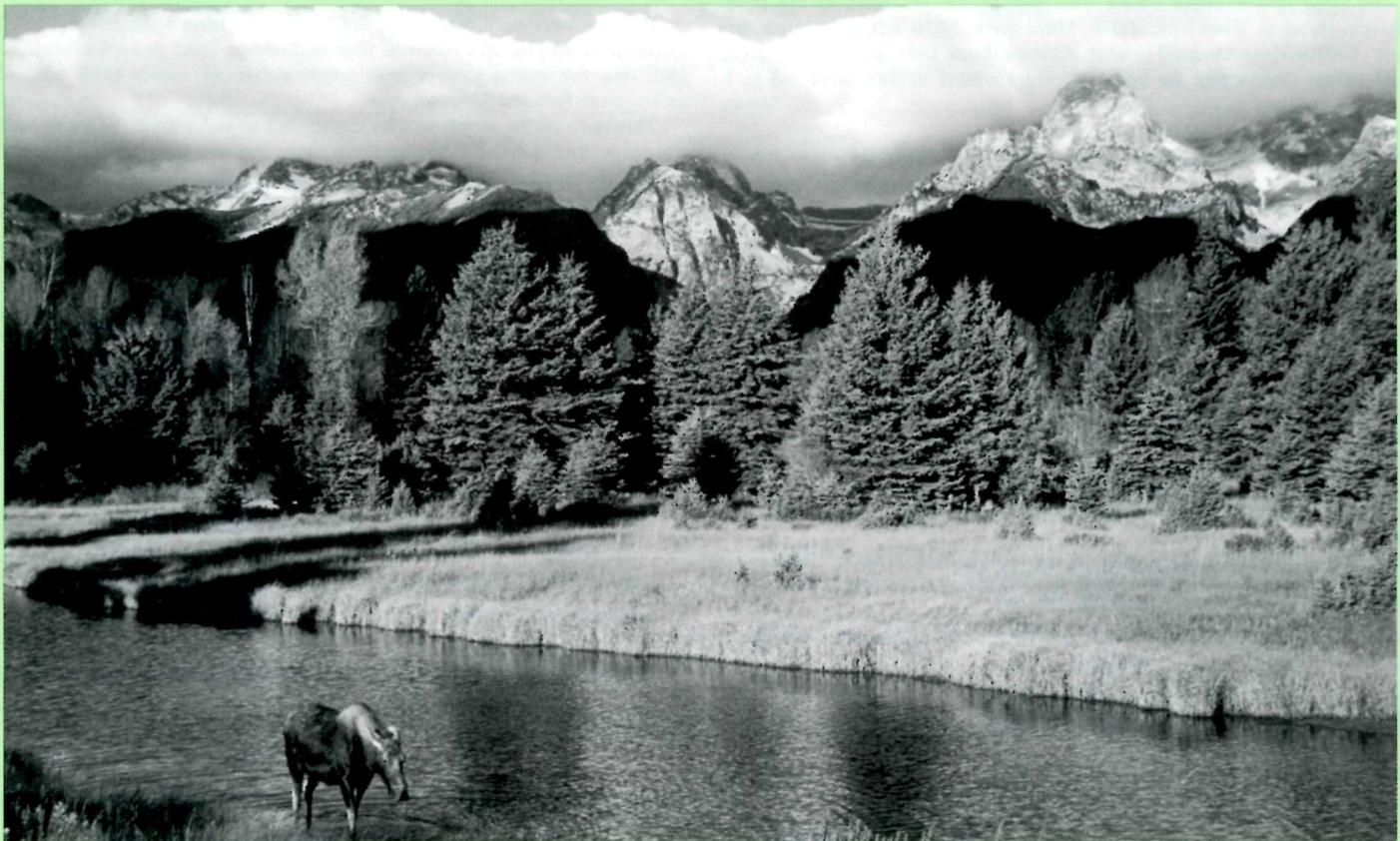


*Ranger* welcomes short submissions for:

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

Send your submissions to:

**Teresa Ford, Editor**  
[fordedit@aol.com](mailto:fordedit@aol.com)  
or to 26 S. Mt. Vernon Club Road  
Golden, CO 80401



Dennis Young

**MAJESTIC SPLENDOR:** The Grand Tetons will form the perfect backdrop for the next Ranger Rendezvous. This 25th anniversary gathering is scheduled for Oct. 29-Nov. 2, 2001, at the Snow King Resort in Jackson Hole, Wyo. Mark these dates on your calendar and reserve this time for a look back at ANPR's past and a look ahead to ANPR's future. The first Rendezvous convened here in 1976. This award-winning photo by Dennis Young of Yellowstone placed in ANPR's photo contest in 1998. Look for another photo contest at the Wyoming Rendezvous.

## Welcome (or Welcome Back) to the ANPR Family!

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

Mardi Arce .....	Lake Powell, UT	Michael K. Johnson .....	Fredericksburg, VA
Randy August .....	Las Vegas, NV	Lisa Kennedy .....	Burlington, NJ
Robert Bell .....	Silver Spring, MD	Sue Masica .....	Washington, DC
Brendan Bonner .....	Virginia Beach, VA	Lynda McDaniel .....	Arlington, VA
Maria Brady .....	Gettysburg, PA	Michael Pratt .....	Estes Park, CO
Sean Brennan .....	Cumberland, RI	Susan Reece .....	Medora, ND
Beverly Cherner .....	Oakland, CA	Lori Rome .....	Seattle, WA
Tom Cherry .....	St. Simons Island, GA	Doyle W. Sapp .....	Death Valley, CA
Jeffrey Collins .....	Elverson, PA	R.A. Sine .....	Garrettsville, OH
Gary Cummins .....	Harpers Ferry, WV	William Spruill .....	Mitchellville, MD
Cynthia Fret .....	Moran, WY	Pamela Underhill .....	Harpers Ferry, WV
Mary Furney .....	Ganado, AZ	Phil Voorhees .....	Washington, DC
Pam Gallo .....	Ventura, CA	Ruth K. Vurek .....	Orinda, CA
Paul A. Ghiotto .....	Jacksonville, FL	Nancy Ward .....	Yellowstone NP, WY
John T.W. Gray .....	Vancouver, BC		

## Missing ANPR Members

ANPR has lost touch with these people. If you know their whereabouts, please send the information to ANPR, P.O. Box 108, Larned, KS 67550-0108.

Matthew Day ..... Yamhill, OR  
 Linda R. Emerson ..... Hopkinton, MA  
 Haywood S. Harrell ..... Savannah, TN  
 Craig Johnson ..... Bettles Field AK  
 R.J. Marsh ..... Yosemite, CA  
 Richard F. Ryan ..... S. Wellfleet, MA  
 Patrick J. Waddell ..... Columbus, OH  
 Peter J. Ward ..... Washington, D.C.

“We have the responsibility to make the argument that we protect all resources.”

— Director Stanton

## 2000 SUPER RAFFLE WINNERS!

The 2000 ANPR Super Raffle was held March 18, 2000, at the Hyatt Regency Hotel in Knoxville, Tenn. There were 2,630 tickets entered into Super Raffle. This was a 551-ticket decrease from 1998 when we received 3,181 tickets. That meant the odds of being a winner in 2000 were 263 to 1.

The winners are:

**Lee Werst of Arlington, VA** - 1st prize (\$5,000 "roll-your-own" trip or \$2,500 in cash)

**Martha Hess of Markesan, WI** - 2nd prize (\$2,000 "roll-your-own" trip or \$1,000 in cash)

**Marshall Plumer of Rockport, WA** - 3rd prize (\$750 gift certificate for outdoor equipment or \$600 in cash)

**Marilyn Sutton of Moorpark, CA** - 4th prize (\$500 gift certificate for outdoor equipment or \$400 in cash)

**Debra Shore of Evanston, IL** - 5th prize (\$250 gift certificate for outdoor equipment or \$175 in cash)

**Wayne Valentine of Columbia, NJ** - 6th prize (\$100 cash)

**Gary Carver of Big Bend National Park, TX** - 7th prize (\$100 cash)

**Bob Gerhard of Anchorage, AK** - 8th prize (\$100 cash)

**Mark Herberger, La Verkin, UT** - 9th prize (\$100 cash)

**Jim & Dawn O'Sickey of Grand Canyon, AZ** - 10th prize (\$100 cash)

\$300 incentive for selling the most tickets (248), **Rick Gale of Boise, ID**

\$200 incentive for selling the second most tickets (110), **Mark Herberger of La Verkin, UT**

\$100 incentive for selling the third most tickets (90), **Jeannine McElveen**

of **Kimberly, OR**

\$50 incentive for selling the first prize ticket, **Lee Werst of Arlington, VA**

Winners have until March 18, 2001, to claim their prize or they will be forfeited. If you haven't received your notification letter or spoken with Scot McElveen concerning your prize selection, please call him at (541) 934-2423 or by e-mail at [jmc004@aol.com](mailto:jmc004@aol.com).

Thanks to all the members who contributed to make the 2000 Super Raffle a success. Any comments on improving Super Raffle's fund-raising ability are gladly welcomed.

Congratulations to this year's winners!

## Help Needed!

For those of you looking for a special opportunity to support ANPR and its traditions, have we got a deal for YOU! The Super Raffle has been an integral part of all recent ANPR Rendezvous.

After dedicating much time and energy to it, Scot McElveen has moved on to other venues of support for ANPR. We need a volunteer to carry on this important tradition.

If you would like to take advantage of this exciting and action-filled opportunity, please contact Rick Jones at the address on the back of *Ranger*.

## Discovery 2000 Conference Set for September in St. Louis

By **Kevin Schneider**

Yellowstone

The 21st century has ushered in new changes to the world and to our national parks. How will the larger changes affecting American society influence the National Park Service? How can the National Park Service continue to educate and inspire Americans, while protecting those special places that define our heritage? The traditions of the National Park Service are renown and provide a rock-solid foundation on which to build our future. But how can these traditions be rekindled so they are as meaningful in the 21st century as they were 50 years ago?

Approximately 1,300 people will address these questions from Sept. 11-15 at Discovery 2000: The National Park Service's General Conference. Convening in St. Louis, National Park Service leaders, partner organizations and scholars will probe the complex and oftentimes controversial environment in which we operate today. The conference will feature program tracks on cultural resources stewardship, natural resources stewardship, education and leadership. Each morning a nationally recognized keynote speaker will address the conference on topics relating to the day's program track. After the keynote address, conference participants will choose from a variety of instructive lectures, off-site workshops and in-depth dialogues that explore future scenarios and how the Service might best prepare for them.

**Dr. John Hope Franklin**, a legendary American historian, will address the cultural resources stewardship track. **Dr. Edward O. Wilson**, acclaimed as one of the world's most credible advocates for protecting the planet's biodiversity, will kick off the natural resources stewardship track. **Maya Angelou**, regarded as America's most distinguished contemporary poet, will lead the education track. **Dr. Peter Senge**, a senior lecturer at Massachusetts Institute of

Technology's Sloan School of Management, will address the track on leadership.

You can learn more about Discovery 2000 and view a list of sessions on the Internet at [www.nps.gov/discovery2000](http://www.nps.gov/discovery2000). During the conference, this website will be updated continually. Information will include the daily conference newsletter, transcripts of keynote speakers' presentations and session reports. □

*Kevin Schneider is a writer-editor at Yellowstone National Park and is part of the communications team for Discovery 2000.*

## Protection (continued from page 18)

where the pass was sold; the other 30 percent is credited to a Servicewide fund. At an estimated 485,000 passes sold each year, that is the best resource stewardship and visitor service fund source to come along in years.

Since the downsizing efforts several years ago, the WASO Ranger Activities Division has not had a full-time regulations manager. Chip Davis filled that position for two years on a detail assignment until January. Finally Ranger Activities has been approved to fill not one but two regulation positions. There is a tremendous backlog for these two people to address. □



### ROAD MAP for my heirs

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

The notebook contains fill-in-the-blank forms for Social Security benefits, insurance facts, bank account information, anatomical gift wishes and much more.

Cost — \$10, plus \$4 for shipping and handling. **U.S. currency only. Make check payable to ANPR** and send to: Frank Betts, 4560 Larkbunting Drive, #7A, Fort Collins, CO 80526.

## MEMBERSHIP APPLICATION — Association of National Park Rangers

Renewal or  New Membership Date \_\_\_\_\_ Park Code \_\_\_\_\_ Region \_\_\_\_\_  Retired?

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

### Important Notice

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

**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
<b>Active</b> (all NPS employees and retirees)				
Seasonal	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Under \$25,000 annual salary (GS-5 or equivalent)	<input type="checkbox"/> \$35	<input type="checkbox"/> \$65	<input type="checkbox"/> \$50	<input type="checkbox"/> \$95
\$25,000 – \$34,999 (GS-7/9 or equivalent)	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
\$35,000 – \$64,999 (GS-11/14or equivalent)	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145
\$65,000 + (GS-15 and above)	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145	<input type="checkbox"/> \$90	<input type="checkbox"/> \$175
<b>Associate Members</b> (other than NPS employees)				
Associate	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
Student	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Corporate	<input type="checkbox"/> \$ 500			
Supporting	<input type="checkbox"/> \$1,000			
<b>Life Members</b> (May be made in three equal payments over three years)				
Active	<input type="checkbox"/> \$750		<input type="checkbox"/> \$1,000	
Associate	<input type="checkbox"/> \$750		<input type="checkbox"/> \$1,000	

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

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

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

### Administrative Use

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

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

► To assist the ANPR board in planning Association actions, please provide the following information.  
 \_\_\_ Do you live in **park housing**?  
 \_\_\_ **Number of years** as a NPS employee  
 \_\_\_ **GS/WG level** (This will not be listed in a membership directory)  
 \_\_\_ **Your job/discipline area** (interpreter, concession specialist, resource manager, etc.)



## Share your news with others!

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

**Send news to:**  
 Teresa Ford, Editor  
 26 S. Mt. Vernon Club Road  
 Golden, CO 80401  
 or e-mail: [fordedit@aol.com](mailto:fordedit@aol.com)

Name \_\_\_\_\_

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

**New Position** (title and area) \_\_\_\_\_

**Old Position** (title and area) \_\_\_\_\_

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

Other information \_\_\_\_\_

## Directory of ANPR Board Members, Task Group Leaders & Staff

### Board of Directors

#### President

Cindy Ott-Jones, Glen Canyon  
P.O. Box 390, Page, AZ 86040; home: (520) 608-0820;  
fax: (520) 608-0821 • rcoj@page.az.net

#### Secretary

Dawn O'Sickey, Grand Canyon  
P.O. Box 655, Grand Canyon, AZ 86023  
(520) 638-6470 • dosickey@grand-canyon.az.us

#### Treasurer

Lee Werst, Carlsbad Caverns  
lswerst@aol.com

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#### Past President

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San Francisco, CA 94129-1146 • (415) 386-3032  
anpradams@aol.com

### Task Group Leaders

*Budget and Finance*  
vacant

*Work Life*  
vacant

#### International Affairs

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*Elections*  
vacant

#### Promotional Items

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Visit ANPR's website at [www.anpr.org](http://www.anpr.org)



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