

RANGER

The Journal of the Association of National Park Rangers

ANPR  *Stewards for parks, visitors and each other*

Vol. XVIV, No. 4 • Fall 2003



Recreational Fee Demonstration Program — How Is It Working?

Letters

From the Director

Thank you for your letter concerning the new booklet, "Live the Adventure: Join the National Park Service." I was pleased to have been asked to provide the Forward for such an informative recruitment tool. I believe that it will serve as a great asset to information about the National Park Service for a variety of uses.

We have placed an order for 500 copies and will distribute them throughout the NPS. I would like to thank you for the opportunity to review and obtain the publication.

— Fran Mainella
Director, National Park Service



Stay in touch!

Signed letters to the editor 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. Send to Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401; fordedit@aol.com.



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LIVE THE ADVENTURE

Join the National Park Service

A guide to becoming
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ASSOCIATION OF NATIONAL PARK RANGERS

Special Forward by National Park Service Director Fran Mainella

Live the Adventure Join the National Park Service

■ An ANPR publication ■

- **General information** on the park ranger and related fields.
- **Types of appointments** and hiring authorities used by the NPS to fill vacancies.
- **Tips** about preparing for a career in the NPS. Which courses should you take in high school? Which college majors are preferred? How can you become a full-time park ranger?

Buy it on ANPR's website — www.anpr.org/park-ranger — or contact the ANPR Business Office: anpr@larned.net or (620) 285-2107. Single copies are \$4 each plus \$1 for shipping and handling. Bulk prices are:

- 10-49 copies — \$3.50 each plus s/h
- 50-99 copies — \$3.00 each plus s/h
- 100+ copies — \$2.50 each plus s/h

ANPR Calendar

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| <i>Ranger</i> (Winter issue) deadline | Oct. 31 |
| Rendezvous XXVI | Nov. 9-13 Plymouth, Mass. |
| <i>Ranger</i> (Spring issue) deadline | Jan. 31 |

Coming next issue: Ranger Rendezvous in Plymouth, Massachusetts

RANGER

The Journal of the Association of National Park Rangers

Vol. XXIV, No. 4

Fall 2003

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

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

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Cover: Greg DeBaum, a former visitor use assistant at Big Bend, welcomes visitors at an entrance station at the park. See articles about the Recreational Fee Demonstration Program beginning on page 2. Photo by Mark Herberger.

President's Message

It was with deepest regret that I had to accept Bill Halainen's resignation from ANPR's Board of Directors on June 20. Bill has a long and fruitful history of service to this board and ANPR in general. As he made clear in his letter, "I have been active in this organization for over 20 years now, and remain fully committed to the advancement of the profession, the agency and the system." He will continue to support ANPR in other ways.

My personal regret and sympathy for Bill's decision probably mirrors many others. Bill and I were working together (he in WASO; me in the old SWRO) when I first started attending Ranger Rendezvous in 1986. He introduced me around, I caught the spirit and I started volunteering for the organization. I can't remember a time that he hasn't been active with the Board and the organization. His work background and natural talents have been invaluable to ANPR.

Again, quoting from his resignation letter, "I believe that anyone serving as a board member for the Association should

be prepared to commit at least four hours per week (200 hours per year) to the organization. Anything short of that is a prescription for failure." With that strongly held belief, the Association cannot help but succeed.

Consulting with other board members, we came up with three members as replacement candidates for the position of Special Concerns. We are mentoring a new face on the Board of Directors beginning Aug. 1. We welcome Kendell Thompson (Arlington House, Va.) to serve out Bill's term that will end January 2004. Kendell has been active in other ways; most recently he was one of three ANPR members to participate in the "Serious Games" development exercise. See his summary posted on the ANPR website at <http://www.anpr.org/games.htm>

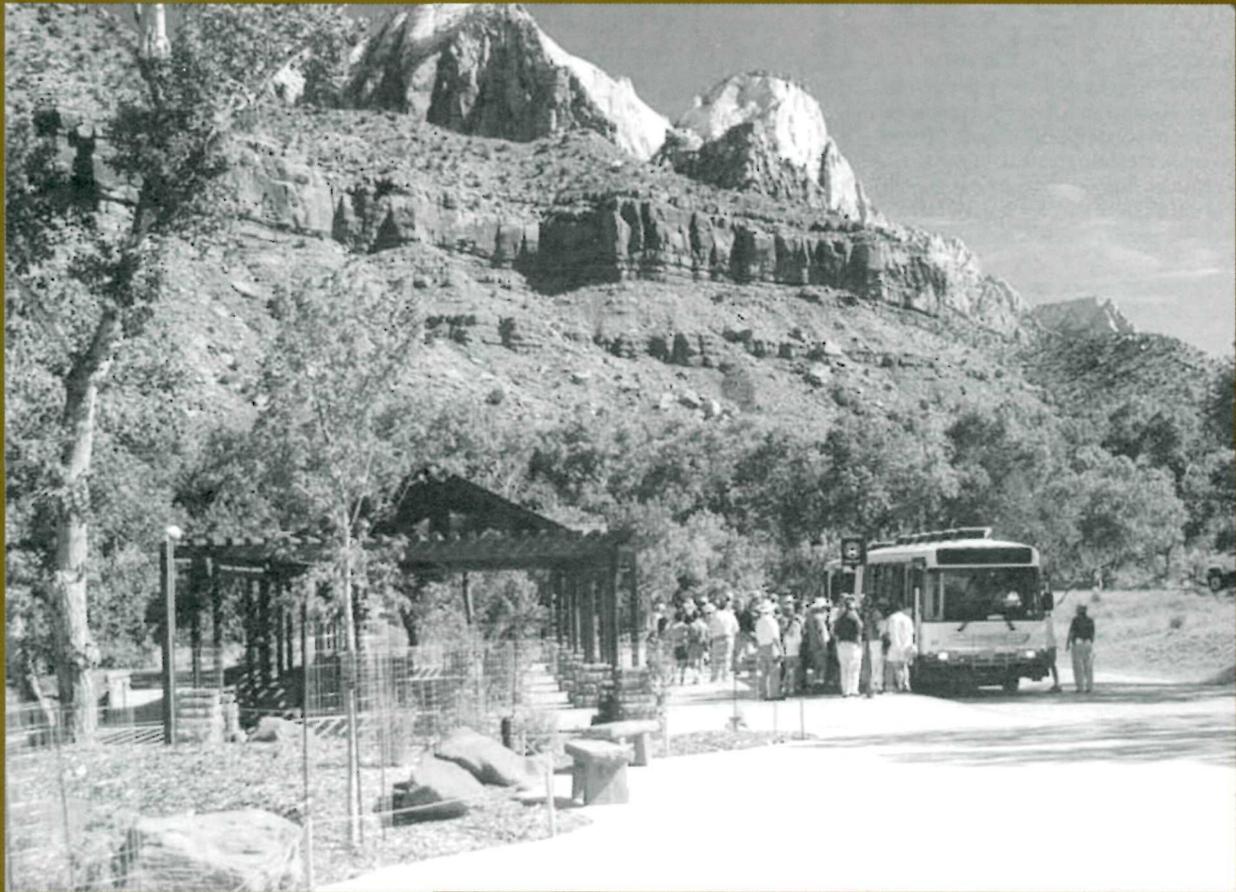
Kendell has the benefit of a strong Special Concerns committee, most of which are located in the D.C. area or within an easy drive. And of course, Bill Halainen is available as a consultant. 



Teresa Ford

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ENTRANCE STATION DUTIES: Bob Meadors of Colorado National Monument accepts fees from visitors to this park site in July. Look inside this issue of *Ranger* for a series of features about the Fee Demo Program.



ANOTHER LOOK

Fee Demonstration Funds & Natural Resource Protection

By Abigail Miller

Department of Interior

The Recreational Fee Demonstration Program, also called Fee Demo for short, was established in 1996. Since then, more than \$700 million in Fee Demo funds have been made available for projects. I wrote an article for the 1998 Natural Resource Year in Review about the first two years of the Fee Demo program and found that this funding could be an important means of accomplishing natural resource-related projects. Another look, five years later, shows Fee Demo — as well as other non-natural resource funding — to be benefiting natural resources, sometimes leveraged with natural resource funding.

The Park Service's project database, Project Management Information System, or PMIS, identifies natural resource protec-

tion as an emphasis of numerous projects approved for Fee Demo funding. A large number of these are fairly traditional facility-related projects that contribute directly or indirectly to resource protection. Most meet other park needs as well:

- Interpretive material and programs that lead to more informed visitors, who hopefully will then not inadvertently damage resources;
- Communications equipment and boundary fences and markers that help rangers prevent or respond to incidents involving resource damage, as well as protect visitors;
- Trail and campground rehabilitation that reduces erosion and restores trampled areas and provides for improved recreation;

- Bat gates on abandoned mines that also protect visitors from safety hazards;
- Sewage and other facilities to reduce water pollution, as well as meet visitor needs;
- Replacement of vehicles and equipment with energy-saving or less polluting alternatives, including less light pollution;
- New, expanded or rehabilitated office and laboratory space for resource management staffs and researchers and storage space for cultural and natural resource collections; and
- Installation or replacement of bear-resistant containers to reduce human-bear interaction.

Enhanced project funding, even if it emphasizes facility-related backlogs —

either Fee Demo or repair and rehabilitation — benefits projects such as these that meet multiple park needs, including natural resource needs.

In addition to the multiple beneficiary projects above, some recently funded Fee Demo facility projects are more specifically natural resource-related. Examples are wildlife capture facilities at Badlands, Theodore Roosevelt and Wind Cave, an airlock to restore natural airflow at Wind Cave, and fences designed to address specific exotic animal problems at numerous parks.

Restoration projects often, but not always, restore areas from facility use. Many Fee Demo projects restore discrete facility sites such as roads and home sites, often principally to meet natural resource objectives. Fee Demo has funded small-scale ecological restoration, often related to exotic species invasions, such as Mission Blue Butterfly Corridor restoration at Golden Gate.

“Landscape features” are eligible for construction funding and this funding has or is an important means to fund multi-million dollar ecological restoration projects. The completed Giant Sequoia Grove at Sequoia and Kings Canyon, ongoing Everglades restoration and Elwha Dam removal at Olympic, and proposed Redwood Creek and coastal watershed restoration projects at Redwood and Point Reyes, respectively, are principal examples.

Fee Demo projects wholly unrelated to facilities include natural resource-related research and information projects. Some were leveraged with Servicewide Inventory and Monitoring (I&M) funding. Recent examples include:

- Mapping coastlines at Glacier Bay.
- Inventorying paleontological resources at Canyonlands.
- Determining water quality for potential designation of outstanding water at Curecanti.
- Data collection and modeling to predict fire behavior at Grand Teton.

.....
Photo, above left: Facility-related fee demonstration projects can contribute to resource conservation. Zion’s popular shuttle system was designed to transport the park’s 2.6 million annual visitors and has direct positive effects on the natural soundscape, canyon air quality, and wildlife populations.

Photos by Mark Herberger, Zion

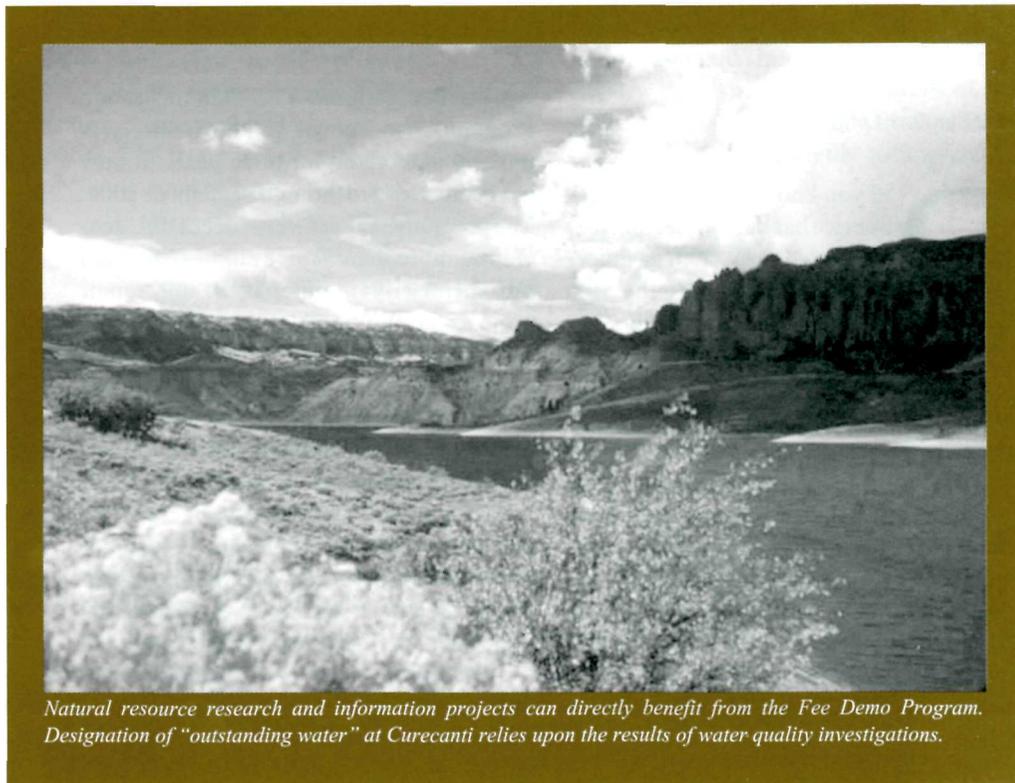
- Assessing milk snake populations at Petrified Forest.
- Monitoring night sky at several Western parks.
- Testing methods for ecological restoration at Hawaii Volcanoes.

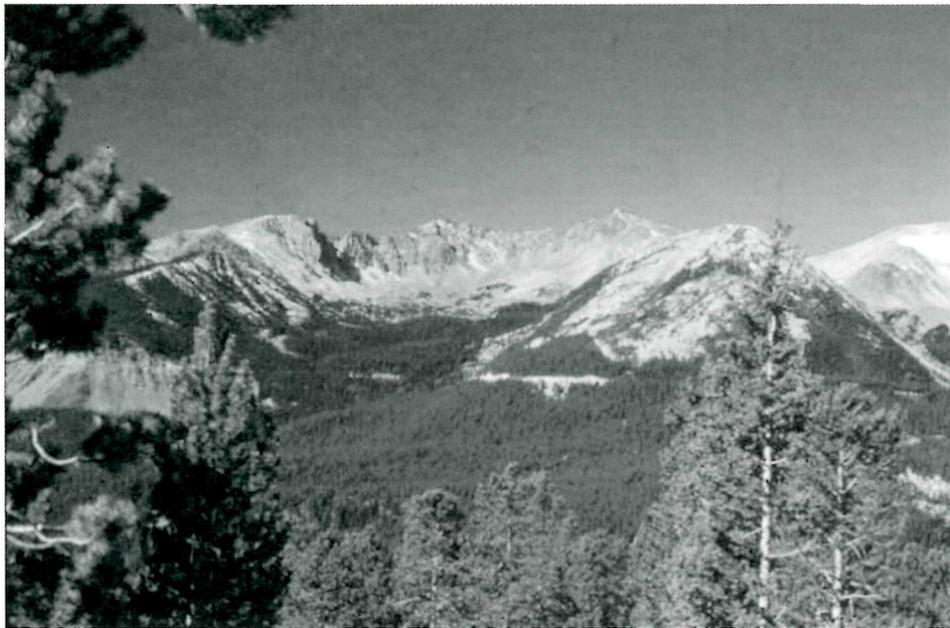
Natural resource information gathering has been funded as part of the planning or compliance phase of line item construction projects. A good example involved leveraging I&M funds with line item construction funding for a swimming beach at Delaware Water Gap. The project was to delineate habitat for bog turtles. The research clearly demonstrated that the preferred site for developing the beach contained the largest number of state-listed wood turtles on public lands in the East. The park moved the development site and is in the process of restoring the turtle site. As one of the park resource staff put it, “It’s so satisfying when the system works.” I found other examples of cost-sharing between Fee Demo and I&M funding as well.

In addition to information-related projects, Fee Demo funds have been used to fund or help fund a range of non-facility-related resource planning and management activities, such as:

- An updated integrated pest management plan at Fort Union and for Rocky Mountain, a management plan and environmental impact statement for elk and vegetation and a chronic wasting disease management plan;
- Exotic plant and animal management projects at Saguaro, Fort Scott, Pictured Rocks, Antietam, Appomattox Court House, Lava Beds and elsewhere; and
- Projects addressing threatened or endangered species protection and recovery, though fewer in number than exotic species projects, for piping plover, desert pupfish, condors and robust spineflower at Assateague Island, Death Valley, Pinnacles and Point Reyes, respectively.

The “project emphasis area” designations in the Park Service’s project database are not a very reliable means to determine the extent of natural resource-related projects. Searching for natural resource emphasis projects generates project titles that don’t suggest much of a *natural* resource benefit (new storm windows, for example). However, Fee Demo program managers have analyzed the projects using the Program Work Element – or PWE – portion of the accounting codes. They found that in FY 2002, 15 percent or nearly \$14.9





Fee Demo funds are used for a variety of non-facility resource planning activities such as a management plan and environmental impact statement for elk and vegetation, and a chronic wasting disease management plan at Rocky Mountain.

million of all Fee Demo obligations were for projects with natural resource PWEs (excludes National Park Pass fee projects). But these projects can help meet other park needs. Assateague Island points to a shared Fee Demo/park base-funded rare plant inventory that also yielded a guide to park plants that is a popular and useful interpretive tool.

Although there is limited detailed analysis of natural resource-related Fee Demo projects — something the program managers hope to correct — it is clear that fee demonstration project funding continues to benefit natural resource projects throughout the NPS. Line item construction also is an important way to accomplish large restoration projects. The emphasis on facility

backlogs means that priority natural resource projects do not always compete well in this arena, especially in the more restricted “20 percent” portion of the funds (the portion not going back to the park where collected). One region reports that capitalizing on the Public Land Corps portion of the “20 percent” Fee Demo funding results in more natural resource projects. The recent increases in various forms of project funding that address facility backlogs can be a mixed blessing, owing to the workload involved in good environmental planning and compliance for these projects, but clearly natural resources are getting a share of the benefits. 

Abby Miller has spent more than 25 years in the Department of Interior in a variety of positions and agencies. In her current position as deputy associate director for natural resource stewardship and science, she supervises six natural resource programs. During her NPS tenure she served on the task force that established the Inventory and Monitoring Program and played a key role in developing the Natural Resource Challenge. She graduated from the University of Michigan in 1972 with a bachelor's degree in environmental studies.

The Future of Fee Programs

By Jo Pendry
Washington Office

Did you know the National Park Service has been collecting fees since the early 20th century? Mount Rainier was the first national park to collect an entry fee in 1908. By 1915 other parks, including Yellowstone and Yosemite, followed suit.

However, it wasn't until 1965 with the advent of the Land and Water Conservation Fund Act, that Congress formalized the program, authorizing revenue collection under strict rules with the proceeds going back to Uncle Sam. Since that time, the program has undergone many changes. In 1996 Congress authorized the NPS and other federal land management agencies to demonstrate the feasibility of collecting fees and *retaining* the revenue within individual park units.

The Recreational Fee Demonstration Program, also known as Fee Demo, was initially authorized for three years. It now has been extended through September 2004. The program has been very successful, generating more than \$800 million reinvested into primarily maintenance and repair projects at the parks. Congress has not acted on permanent fee legislation, but continues to show interest in the program and encourages land management agencies to improve management practices and demonstrate the value of the program.

Fees have a long history within the NPS and are expected to continue to be a major contributor to programs and facilities in the future. How can we work to ensure this important revenue source is protected and managed in the most efficient, cost effective manner?

To help answer that and other questions the NPS, in collaboration with the National

Park Foundation, hired the private consulting firm of McKinsey and Company Inc. The firm was tasked to conduct an assessment of lessons learned regarding existing fee programs, recommend changes in procedures, policies and legislative authorities, and outline a roadmap for the future. The resulting assessment identified the successes and challenges of the fee program, gave options and provided recommendations for future operations.

The study identified seven key criteria that were used to determine the success of the NPS fee program:

- ▶ Public access — fees do not pose a barrier to the public;
- ▶ Fairness/equity/comparability — fees are comparable to other park systems and are viewed as “fair within the overall structure;
- ▶ Stewardship — fees promote a sense of ownership, contribution, stewardship, and are used for projects that help to

achieve the NPS mission and preserve park resources;

➤ Rational/understandable — framework for fee programs is rational and consistently applied throughout the system, and is effectively communicated to the public;

➤ Revenue optimization — revenue is optimized/balanced across the fee/revenue programs and commercially-oriented fees are appropriately set and managed; e.g., a fair return to the commercial operator plus a contribution to the park;

➤ Effective management/feasibility — solution is cost-effective to implement, manageable at the park, regional and national level, and provides appropriate incentives for NPS staff; and

➤ Customer service — promotes ease of access/use and balances customer compliance and orientation.

The McKinsey Fee Study found that current fee programs support public access, fairness and stewardship. It found that the public generally approves of fee programs and do not see fees as a barrier to access; in fact they said fee levels were “about right.” The study also found that fees tend to increase stewardship among both visitors and NPS employees. They noted, however, that restrictions on the use of fees limited full stewardship potential. In the area of customer service, McKinsey reported relatively few complaints, although visitors and staff expressed concern over the complexity of programs across parks, and inconsistencies in pass usage, the variance in fee levels, and the sense of fee layering, or “nickel and dime-ing.”

McKinsey did find challenges with the program, primarily in three areas:

➤ Fees being rational and understandable — a visitor to several parks during one summer will find that their pass is accepted for “entrance” into one park, but not for “use” at another park. To the visitor, entrance and use appear to be the same, and the difference is not easily understood. Confusion exists even amongst NPS staff. The report found that access/activities covered by fee types vary widely from park to park, as do the number of days a visitor can use the same entry receipt, and whether you pay per person or per vehicle, all factors that increase visitor confusion and Congressional concern;

➤ Revenue optimization — or getting the most from your collection efforts was found by McKinsey to be a challenge on three levels. First, commercial bus entry rates are not aligned with per-vehicle/person entry fees. Individuals on a commercial tour pay far less than those in a private party. Secondly, the National Parks Pass (NPP) and Golden Eagle Pass programs were identified as being tilted toward “value” purchasers in certain park loops; however, data regarding pass use is not readily available. Lastly, they identified the “uneven” application of fee programs across the NPS as an issue — in other words, the NPS could generate more revenue from Fee Demo if all appropriate parks participated in the program; and

➤ Effective management feasibility — the varying allocation formulas cause confusion and encourage manipulation of the authorities to serve the needs of a specific park. McKinsey recommended a single allocation formula be established, such as 80/20, regardless of the authority used to generate the revenue.

McKinsey recommended eight basic changes to the NPS fee program:

1. Define the “basic package” (what people get for their NPP, Golden Access or Golden Age Pass) and pay for use.
2. Adopt simpler, standardized pricing.
3. Review the NPP program.
4. Re-tier the commercial tour business entry schedules.
5. Set duration of entry by segment or by type of park.
6. Explore per-person fees Servicewide.
7. Expand the Fee Demo program by converting non-fee parks to the program.
8. Standardize the allocation formulas to a single ratio.

Since the completion of the fee study in 2001, the NPS evaluated the recommendations and established an Implementation Advisory Committee and Working Group. The group is responsible for providing senior-level advice and program expertise to the highest levels of NPS management regarding implementation of the McKinsey recommendations.

In a parallel effort to improve consistency within the major federal land management agencies, the NPS director serves

on the Interagency Fee Council. The council is charged with improving consistency and reducing confusion for the public when they visit lands managed by the various agencies.

With the McKinsey Fee Study as a framework for improvement and the Interagency Fee Council working parallel issues, the fee program is moving forward, addressing concerns and developing the foundation for a solid future.

The plan will include a method to simplify and clarify the difference between entry fees and use fees, the use of entry passes, an analysis of the NPP program, data collection and analysis capabilities, and plans to resolve interagency consistency issues, improve metrics and enhance information technology.

Some changes to the fee program are already in effect. More parks have been added to the program since the completion of the study and many aspects of the project approval process have been streamlined. The NPS Reference Manual, RM-22 – Recreation Fee Manual is being updated and a data test is underway to better understand the NPP program revenue impacts. Pass acceptance is becoming more consistent in parks, and a request for information is being prepared to learn more about available technology.

The first meeting of the Working Group was held in July 2003. You can share your thoughts on the fee program with Fee Implementation and Initiatives Manager Jo Pendry via e-mail: jo_pendry@nps.gov. More information regarding the Fee Demo program is available on the NPS website at www.nps.gov. 

Jo Pendry serves as the special assistant to the associate administrator for workforce development, business practices and administration. She is better known as the implementation manager for the McKinsey Study. She joined the National Park Service in January 2003 from the Army headquarters where she was chief of business operations responsible for worldwide oversight of revenue-generating programs.

The Perfect Job?.....

Perspectives from

By Gary R. Miller
Rocky Mountain

Is there a perfect job? In this day of employer hopping, in pursuit of the almighty dollar, that question is rarely answered. For some people reaching that objective is a lifelong task. Fortunately my position with the National Park Service has provided me that gratification.

I'm one of many privileged to work in the entrance stations at Rocky Mountain. It's a place I've enjoyed for years, but now it holds a special bond. As a park ranger I've become a member of a community — like family in gray and green — sharing the responsibility of protecting our 415-square-mile work environment. In my 30-plus years of employment outside the NPS, I've never experienced a more cooperative, friendly group of fellow employees. Everyone I've encountered in the Park Service is a willing helper, there to make your day and their own just a little bit better.

As a fee collector in one of the entrance kiosks, I'm part of a team. We are the stewards to Rocky Mountain and the NPS — ambassadors welcoming our share of the 3 million annual visitors who come to view the majestic mountains, trees, wildflowers and abundant wildlife. In our greeting huts we're also the first line of defense for the park by ensuring each visitor is well informed. We present ourselves with a smile, answer questions, offer advice and point out possible infractions, which in the end, make the visitors' stay more pleasant. By wearing the Park Service uniform, we're also a distinct and anticipated sight, a sign that the visitor is truly in a national park.

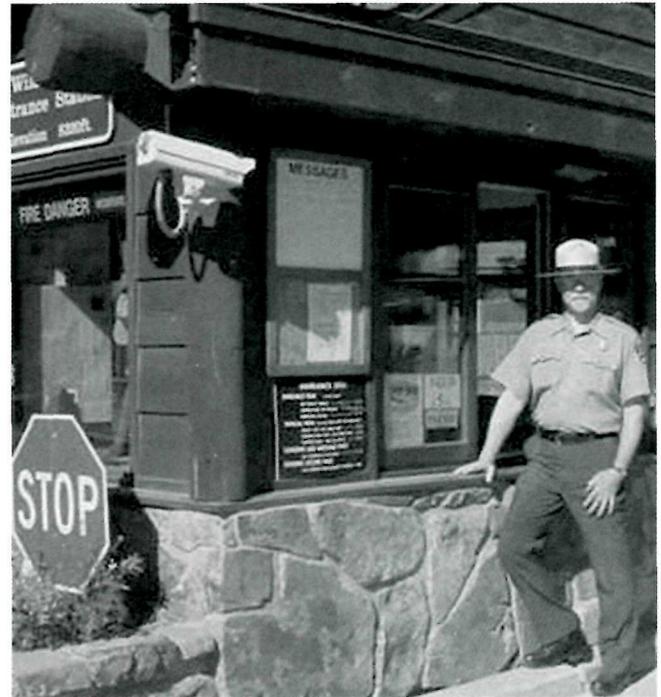
In my first-season orientation, the chief ranger spoke and congratulated the fee collectors for coming onboard. He also emphasized that we were going to perform one of the toughest and most important jobs in the park. Because we were the initial contact for visitors — most likely the first and only ranger they might speak with — we were going to have to be sharp, able to respond to questions and problems quickly and diplomatically. Entering into my third season, I've discovered he was absolutely correct. When a visitor has a question,

whether entering or leaving the park, they stop at an entrance station. If someone is in trouble or witnesses a violation, we're the ones they come to see. They know by our uniform that we can be trusted and are there to help. I'm proud to be a part of that category.

In recent years we've read and heard about competitive sourcing applied to federal jobs. One of the areas being considered is fee collection in the national parks. Our job has been labeled as one of merely collecting money and tickets.

But we are so much more than a toll booth in the middle of a highway or at an airport parking lot. We're a source of information. We care about our jobs and their purpose. We are a tradition, a landmark for each visitor who enters the parklands. Reducing that status to an expressionless face and an extended, money-grabbing hand would defeat the NPS creed.

How often do toll booth employees have a person stop by to say "thank you" on their way out? I have that experience many times



Gary Miller lives in Estes Park, Colo., with his wife and coy-dog, Bailey, where he works as a seasonal park ranger at the entrance stations to Rocky Mountain. In the off-seasons he writes and continues fee collection on intermittent status. Not becoming a park ranger sooner will linger as one of his greater regrets.

each day. Without a friendly ranger to greet each visitor and assist them with their needs, I fear people will be turned away from some of this nation's most valuable treasures.

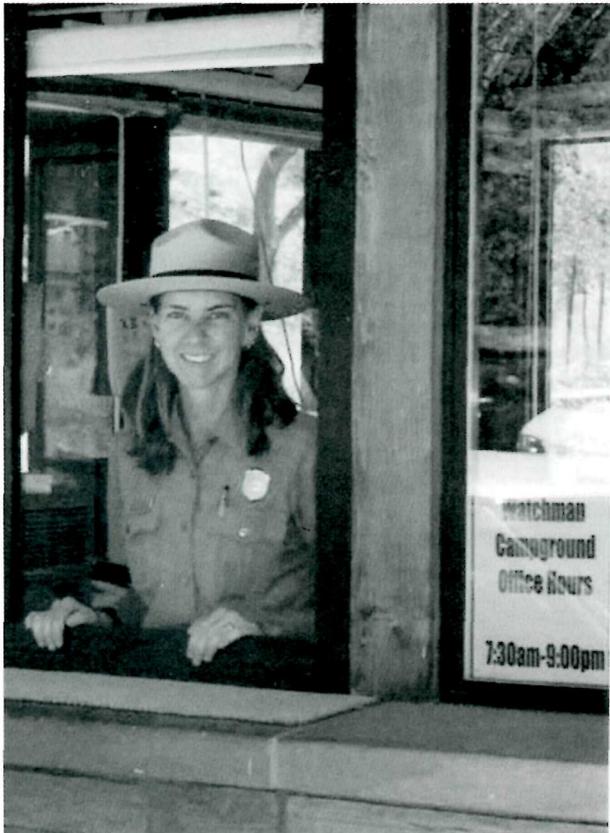
So is there a perfect job in this world? For me, definitely, I've found it as an NPS park ranger. I just wish it hadn't taken me so long to make the discovery, and I hope I'm permitted to continue for many years. 🏠

“Far and away the best prize that life offers is the chance to work hard at work worth doing.”

— Theodore Roosevelt

My Blood Runs Green

Two Fee Collectors



Mark Herberger

Joy Zaher has been a visitor use assistant at Zion, her first job with the National Park Service, since July 2001. Previously she worked as a toy store manager, retail sales clerk and insurance adjuster. She has a degree in business administration from Trinity University in San Antonio, Texas.

By Joy Zaher
Zion

I am a fee collector in Zion and I love my job — I really do! I admit there are days when I may not be a *model* fee collector, but overall you might call me the poster child for fee collection.

I like working with the public, outdoors in a beautiful place, in a job that I believe serves the greater good. Most importantly, my personality is highly resilient to the onslaught of abuse inherent in jobs that serve the public. It has been a prime starting point in my career with the National Park Service.

My ambition to work for the NPS began as a desire to wear the flat hat (it has since expanded, by the way). My job title may be visitor use assistant, but in the eyes of the public it is park ranger. The public expects to be greeted at the entrance to our national parks in a friendly manner by what they call

a park ranger in uniform — including the flat hat. People love it. I hear comments daily such as “nice hat” or “where can I get one of those hats?” Wearing that hat, I represent the entire NPS to the visitors I greet at the entrance station. In fact, I am usually the *only* Service employee with whom most visitors ever have contact.

This appetite for flat hats satiated, my ambitions grew. I wanted to learn more about the NPS, and I discovered “Fundamentals” training. The concept of being paid to learn new things was new to me, so I was baffled when I was paid to go to the Grand Canyon for two weeks for Fundamentals II. Next I discovered the world of fire. I completed the basic wildland firefighter class and went out on a 14-day detail last summer. I was also privileged to help with the Columbia Shuttle Recovery effort in Texas. My supervisors have been flexible with the sched-

ule and allowed me to attend numerous in-house trainings about search and rescue, EMS, backcountry and interpretation.

Because the physical task of collecting fees can be done by any of our trained value use assistants on staff, someone can be released to attend career-development training or go on a fire as long as there are people around to cover shifts. It is different in other divisions where they do not have the flexibility to allow employees leave for a 14- or 21-day detail on short notice. I am fortunate to have these opportunities. Few entry-level jobs I have had gave me much more than a salary and a place to be for eight to 10 hours a day.

My ambition has progressed into action. Working in fee has introduced me to volunteer opportunities in other fields and has shown me the value of listing volunteer assignments on a job application. Through cross training I discovered that I want to give ranger talks, so I became a VIP for

interpretation to gain the skills I lacked. I work the visitor center desk and give a short geology talk. I attribute my volunteer experience to working in fee because it allows me free time — I have one three-day weekend each pay period. Further, working in Zion for almost two seasons before I volunteered has given me an idea of what skills I needed, how to get them and who could help me get them.

Along with providing me with a career, working in fee collection has sharpened my interpersonal skills. I have learned to shrug things off and not take them personally. When I first started and a visitor would yell, “This is bull*! — this is a toll road!” I would actually hear, “I hate you and you are mean for making me pay!” Now I hear, “I’m mad because I don’t want to give you my money!” This epiphany was a direct result of letting people get to me so much that I became bitter and unfriendly. A few months into my first season, I had a sense of feeling miserable but couldn’t figure out why. Eventually, the truth hit me: sometimes visitors’ feelings may never change! They may always ask where the restroom is and how to get to the lodge; sometimes they may be mad because they have to pay to drive through the park. I created my own misery by expecting them to be different. Once I stopped expecting visitors to know what I know, my bitterness faded and contentment returned.

My greatest skill with people has come in listening. It doesn’t take much effort but it has a great return on investment. Simply allowing people to complete their entire thought often determines a visitor’s impression of the NPS. I also found out that I am not always right — sometimes I interrupt them to answer the question I am sure they are asking only to find out they wanted a different piece of information.

There are times when people confuse me with President George Bush and start telling me why they dislike the government. I simply remind them that they can tell the President all this themselves, but I’ll pass along the message if I see him. Most of them give me a snort accompanied by, “Lot of good that will do.” The frequency of this retort has birthed in me a new appreciation for participating in our governmental processes. I have learned that “the people” really are in charge, but they don’t seem to know it. I’ve witnessed changes to policies in Zion based on written comments from visitors to the superintendent. Seeing the

system in action builds my pride in working for this organization called the NPS.

All this contact with visitors can wear on anyone's nerves, which leads me to my favorite aspect of being a permanent fee collector — furlough! For 10 weeks a year I don't have to check-in at work but can vacation across the country. After I returned from furlough last year my supervisor said, "I need to furlough you more often" because my positive outlook had

been replenished. That time away from an intense visitor-service-oriented job is essential to maintain a positive attitude the rest of the year.

Visitor use assistants are valuable: to the visitor because they are often greeted by a VUA and that interaction can influence how the remainder of the visitor's trip goes; to the employee because of the great opportunities the position offers for training and development, especially for those who know

they want to be in the NPS but are unsure in what capacity to do so; and to the NPS because VUAs are often the spokespeople of the park to everyone arriving at the entrance gate.

In short, working as a fee collector in Zion has given me a wonderful introduction to the NPS. I have discovered that, as the superintendent of the Flagstaff area monuments told my Fundamentals II class, "My blood runs green." 

Life in a Kiosk: A Fee Ranger's Day

By Gary R. Miller
Rocky Mountain

Clip on the flag
And give it a lift.
In the kiosk by 7,
You're the early shift.

Check the safe's money bag,
There's cash and passes to sort
Remember to record them
On your shift report.

Bring the register to life
So your day can begin.
Don't forget OPEN and BATCH tapes,
That's an administrative sin.

Turn the radio on,
Hear voices of friendly crews
Pay attention at 9:15,
For the ROMO morning news.

Take down the CLOSED sign,
Unlock the window latch,
But before you open up
Call the folks in dispatch

To let them know you're "In service,"
Ready for another day,
Prepared to greet the public
And help them on their way.

Put a smile on your face,
Be patient and courteous
Even though some visitor questions
Might seem very murderous.

Like, "Is Trail Ridge open?"
"Are the bighorns in heat?"
"When do deer turn into elk?"
We hear that's pretty neat."

Just take them in stride
And be diplomatic,
Even though your responses
May become automatic.

Collect the fees fairly
And complete each transaction
Or you may be subjected
To disciplinary action.

And when visitors change their mind
And ask you quite meekly,
"Can I get an annual pass
Instead of this weekly?"

Just address them calmly,
Don't get annoyed,
Upgrade their pass,
But don't forget the VOID!

Remind visitors of parking,
Which can make a preacher cuss.
Suggest that they try
Our new shuttle bus.

But, if you work in Wild Basin
No shuttles are near.
You'll rely on your VIP's
To help keep the roads clear.

And when the line in your lane
Seems backed up a mile,
Take a deep breath,
But maintain that smile.

Stay in your rhythm,
What works best for you.
Try to have fun,
BUT GET THEM ALL THROUGH!

And when finally it's over,
Your shift's at an end,
Debrief the next shift –
Your newfound best friend.

Scoop up your passes,
Grab all your cash
With all those receipts,
To round out your stash.

And before you attempt
To make your escape,
Don't forget your ENDING
And JOURNAL tapes.

But if you're on the last shift,
Before bolting down the hatch,
Remember to close
The credit card BATCH

Turn the radio off,
Turn all the lights on
Put the CLOSED sign in the window,
Before you are gone.

And all you late shifters,
Don't be a lag,
Remember to lower
And fold up the flag.

Now, into the office,
The fun's just begun.
You're never all through

'Til the paper work's done.

Check all of your passes,
The number you've sold.
This part of the job
May soon get old.

Add cash and checks
And credit cards too.
Figure their totals,
But, wait, you're not through.

Check end tape SUBTOTAL,
Don't take a chance.
Compare your final sum
And pray that they balance

Because if the totals
Don't compare in your favor,
You'll have to complete
A dreaded SHORTAGE WAIVER.

But, if the SHORTAGE/OVERAGE line
Turns out to be zero,
Pat yourself on the back,
You're the latest hero.

But don't get too happy
Or get in a flitter
'Cause you still have to please
Your district remitter.

So take money and tapes,
Which you've carefully sorted
And fold them up neatly
In the shift you've reported.

Place it all in a green bag,
Don't start to bog,
And record the shift total
In the Remittance Log.

Lock the bag in the safe,
You're just about done.
Call dispatch, if you're the last shift,
See, wasn't that fun?!

Ease out of the office,
Relax those face muscles,
The day's not been bad –
No major tussles.

All the visitors said "thank you"
Leaving your booth with a smile
So you've done a great job,
It's all been worthwhile.

Now, go home and spend time
With family or friends
'Cause tomorrow you'll do it
All over again!

Recreational Fee Demonstration Program —

By Jane Anderson and the Recreational Fee Demonstration Program Staff
Washington Office

How are we doing?



Thomas C. Gray

As of October 2002, 2,500 deferred maintenance projects totaling more than \$473 million have been approved. At Arches, stabilization work progresses on Wolfe Ranch with assistance from the Historic Preservation Training Center.

As described in other articles, the Recreational Fee Demonstration Program (Fee Demo) was authorized by Congress in 1996.

The intent of the program was stated in the legislation: “In order to increase the quality of the visitor experience at public recreational areas and enhance the protection of resources, amounts available for expenditure under this section may only be used for the area, site or project concerned, for backlogged repair and maintenance projects (including projects relating to health and safety) and for interpretation, signage, habitat or facility enhancement, resource preservation, annual operation (including fee collection), maintenance, and law enforcement relating to public use . . . agencywide accounts may be used for the same purposes . . . but for areas . . . selected at the discretion of the respective agency head.”

For years parks had clawed and scratched to find ways to pay for an endless list of vital projects. Now there was a way to fund them. A process was developed to submit and track projects through PMIS and we were on our way.

From FY1997 through FY2002, \$709 million was collected from the Fee Demo program including revenues from the National Parks Pass. From 1997 to 2002, \$840 million was approved for projects and \$489 million has been obligated. As of October 2002 more than \$473 million has been approved to address the NPS deferred maintenance backlog. About \$10 million has been spent to make outdoor facilities and programs

accessible to citizens with disabilities; \$228 million has been approved for work on historic structures, cultural landscapes and museum collections; \$103 million has been used for interpretive projects such as visitor centers, amphitheaters and wayside or audiovisual exhibits; \$116 million has benefited recreation by repairing campgrounds, replacing informational signs and funding wilderness user education. (See chart on page 11.)

Congress continues to show interest in how we document and implement this program. Timely obligation of funds is an important factor in showing how committed the NPS is toward “increasing the quality of the visitor experience . . . and enhancing the protection of resources.”

Our visitors continue to support the program as expressed by one young man from California who wrote “The truth is, I would pay whatever amount to get into the park as long as I know the money goes back to the park itself.” 

Jane Anderson, deputy fee manager for the National Park Service, has worked for the NPS since 1973. She started as a seasonal ranger in Yellowstone and has worked in Everglades, Denali, WASO (twice), George Washington Memorial Parkway and Mesa Verde. Her duties have included interpretation, concessions, park management, management of various park projects (Fire Rehabilitation and Save America's Treasures) and now program management in WASO. She lives in Alexandria, Va., with husband Will Morris and son Zachariah.

More than \$10 million has been spent to make outdoor facilities and programs accessible to the nation's 54 million citizens with disabilities. Lowell National Historical Park has installed six wheelchair lifts to make its trolleys accessible.



Courtesy of Lowell NHP

Recreational Fee Program

— Washington Office —

By Jane Anderson and the Recreational Fee Demonstration Program Staff
Washington Office

The Recreational Fee Program in the Washington office has oversight for the policies and procedures to administer the collection of entrance and user fees at National Park Service units. The Fee Program is one of the many programs under the Associate Director for Administration, Business Practices and Workforce Development. This program has grown substantially since its authorization by Congress in 1996.

Program Manager Jane Moore coordinates a program that generates an average of \$147 million annually. Annual revenues have almost doubled since the program began. Congress authorized the Fee Demo Program to evaluate the feasibility of agencies retaining fees to enhance visitor enjoyment and protect area resources. Careful scrutiny is afforded this program to ensure that it succeeds. Reports from the Department of the Interior Office of Inspector General and the U.S. General Accounting Office confirm that the program has proven

to be beneficial to the NPS and the visiting public.

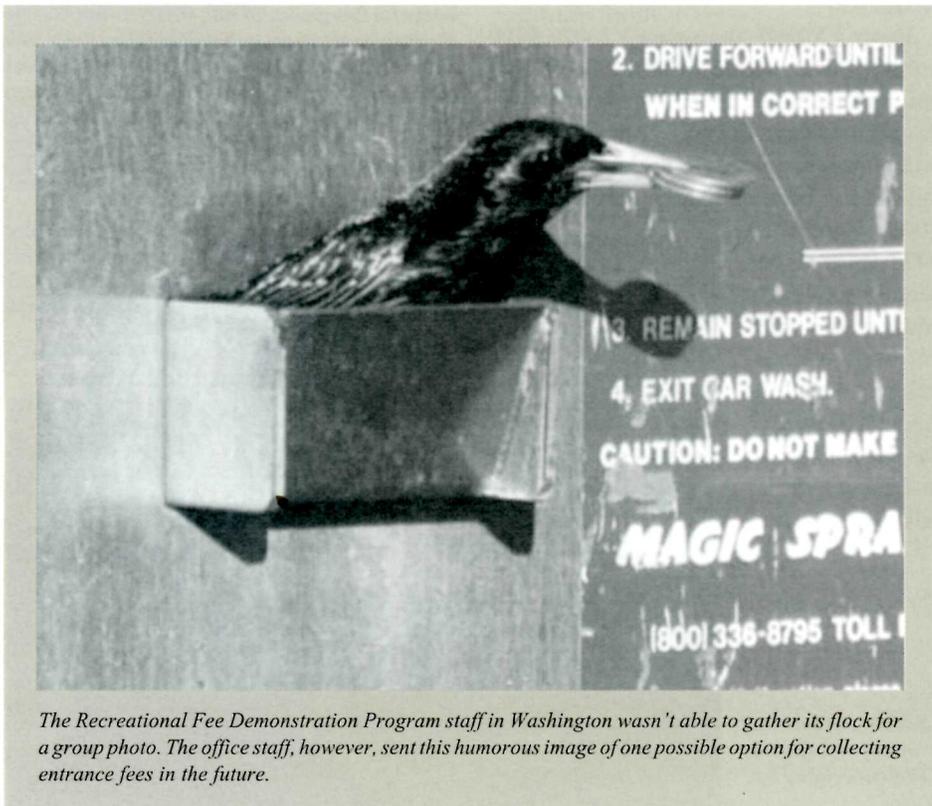
In March 2002 the Recreational Fee Leadership Council was formed. Members of this council include the four Interior Assistant Secretaries, the Bureau Directors (NPS, FWS, BLM, BOR), the Director of Congressional and Legislative Affairs and equivalent representatives from the USDA and Forest Service. The Council is co-chaired by Lynn Scarlett, the DOI Assistant Secretary, Policy Management and Budget and Mark Rey, Under Secretary Natural Resources and Environment (USDA). The council has developed an extensive work plan to address such issues as improving agency collection data, developing evaluation guidelines, coordinating the responses to Congressional reports, creating guidelines for national and regional pass issues, and developing the use of new technologies.

Moore, the NPS representative to the council workgroup, has been busy provid-

ing her expertise to these issues. Her staff includes Jane Anderson, deputy fee program manager; Jolene Johnson, coordinator of National Parks Pass and National Parks Reservation System; and Bob Shannon, program analyst. In addition, Lisa Bourne, technology adviser, and Marge Koehler, program analyst, are duty stationed in Seattle and coordinate the Cost of Collection submissions and budget. Kathy Hiatt is the program assistant. Jo Pendry, implementation manager for the McKinsey Fee Study, works closely with the Washington office on all fee issues, and likewise, the Recreation Fee Office works closely with the Park Facilities Management Division, particularly Carol Maass, who coordinates and oversees Fee Demo projects for the NPS.

The office is constantly busy with projects. RM-22, the guide or source book for fee collection will be issued this year. We will be working with other agencies to develop a "Request for Proposal" for an interagency reservation system for campgrounds and tours to be launched in November 2004. We are working closely with 12 parks that will be added this year to the National Recreation Reservation Service (NRRS) that provides service for the Forest Service and Corps of Engineers. We continue to work closely with our partner, National Park Foundation, to develop the workplan and strategy for the National Parks Pass program. Three fee supervisor workshops were held this year and we are working with Mather Training Center to develop workshops for FY04.

There remains a keen interest from the Department of Interior and Congress to make the Fee Demonstration Program permanent. Sen. Craig Thomas introduced a bill in May 2003 to permanently authorize the Fee Demo Program for the Park Service. Other legislation could be introduced to extend the program for a few more years. Stay tuned! 🏠



The Recreational Fee Demonstration Program staff in Washington wasn't able to gather its flock for a group photo. The office staff, however, sent this humorous image of one possible option for collecting entrance fees in the future.

National Park Service Revenue History — 1996-2003

| | | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 YTD | Totals |
|-----------------------------------|-------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|------------------------------------|
| Park Pass | 80% | \$1,859,838 | \$4,027,906 | \$4,924,037 | \$5,503,180 | \$5,287,566 | \$6,551,943 | \$6,543,025 | \$1,268,937 | \$35,966,431 |
| Golden Eagle | 50% | 5,417,532 | 9,636,283 | 9,954,844 | 10,747,337 | 3,264,297 | 316,113 | 214,758 | 59,603 | 39,610,767 |
| Gen Admission | 80% | 39,749,173 | 68,858,660 | 77,705,842 | 77,287,925 | 73,836,480 | 71,648,765 | 72,026,518 | 14,341,134 | 495,454,497 |
| Golden Age | 80% | 1,546,794 | 2,580,909 | 2,546,546 | 2,548,753 | 2,502,128 | 2,564,087 | 2,824,828 | 652,643 | 17,766,687 |
| Non Fed GE | 50% | | | | 250 | 67 | 990 | 35 | | 1,342 |
| Total Entrance Fees | | \$48,573,337 | \$85,103,758 | \$95,131,269 | \$96,087,444 | \$84,890,538 | \$81,081,898 | \$81,609,164 | \$16,322,317 | \$588,799,725 |
| Special Recreation Fee | 80% | \$30,170 | \$473,801 | \$873,689 | \$996,038 | \$966,953 | \$1,069,860 | \$981,997 | \$159,316 | \$5,551,824 |
| Special Use Fee | 80% | 5,318,280 | 7,982,270 | 8,442,863 | 8,843,410 | 7,431,751 | 7,547,064 | 7,249,157 | 1,244,145 | 54,058,940 |
| Camping | 80% | 14,566,663 | 16,586,341 | 12,234,102 | 11,098,631 | 12,544,659 | 11,182,379 | 10,912,303 | 1,762,648 | 90,867,725 |
| Commercial Tour | 80% | 7,559,252 | 8,947,616 | 14,696,542 | 17,206,836 | 17,789,798 | 15,831,181 | 10,757,568 | 3,170,895 | 95,959,690 |
| Commercial Aircraft | 80% | 1,552,196 | 1,575,058 | 1,200,716 | 1,909,968 | 1,639,329 | 1,276,473 | 964,645 | 454,135 | 10,572,519 |
| Boat Use | 80% | 90,768 | 596,646 | 1,258,762 | 1,285,097 | 1,491,614 | 2,386,474 | 2,051,553 | 367,791 | 9,528,706 |
| Interpretive Activity | 80% | | 163,183 | 294,220 | 326,676 | 328,720 | 352,162 | 303,270 | 74,491 | 1,842,722 |
| Backcountry Fees | 80% | | | 1,325,086 | 1,327,942 | 1,232,268 | 1,461,832 | 1,060,601 | 267,080 | 6,674,809 |
| Contractor Campground | 80% | | 792,537 | 6,668,645 | 8,196,107 | 6,978,148 | 7,439,812 | 7,930,082 | 1,170,616 | 39,175,948 |
| Contractor Tour Sales | 80% | | | 2,187,134 | 2,178,542 | 2,863,939 | 1,855,596 | 2,560,444 | 526,673 | 12,172,327 |
| Deed Restricted | 80% | | | | 1,398,771 | 763,037 | 732,877 | 706,833 | 129,436 | 3,730,954 |
| Total User Fees | | \$29,117,329 | \$37,097,453 | \$49,181,759 | \$54,768,017 | \$54,030,216 | \$51,135,710 | \$45,478,452 | \$9,327,226 | \$330,136,163 |
| National Park Pass | 59.5% | | | | | \$10,146,564 | \$14,246,577 | \$15,309,931 | \$3,486,735 | \$43,189,807 |
| Total Fees Collected | | \$77,690,666 | \$122,201,211 | \$144,313,028 | \$150,855,462 | \$149,067,318 | \$146,464,185 | \$142,397,548 | \$29,136,278 | \$962,125,695 |
| | | | | | | | | | | Total |
| Sub Total | 50% | \$5,417,532 | \$9,636,283 | \$9,954,844 | \$10,747,587 | \$3,264,364 | \$317,103 | \$214,793 | \$59,603 | |
| Available Revenue to Parks | 50% | \$2,708,766 | \$4,818,142 | \$4,977,422 | \$5,373,794 | \$1,632,182 | \$158,552 | \$107,396 | \$29,802 | \$19,806,055 |
| Sub Total | 70% @ 59.5% | | | | | \$10,146,564 | \$14,246,577 | \$15,309,931 | \$3,486,735 | |
| Available Revenue to Parks | 70% | | | | | \$6,037,206 | \$8,476,713 | \$9,109,409 | \$2,074,607 | \$25,697,935 |
| Sub Total | 80% | \$72,273,134 | \$112,564,928 | \$134,358,184 | \$140,107,875 | \$135,656,390 | \$131,900,505 | \$126,872,824 | \$25,589,940 | |
| Available Revenue to Parks | 80% | \$57,818,507 | \$90,051,942 | \$107,486,547 | \$112,086,300 | \$108,525,112 | \$105,520,404 | \$101,498,259 | \$20,471,952 | \$703,459,023 |
| | | | | | | | | | | Available to Park Projects |
| | | | | | | | | | | Available for Servicewide Projects |
| | | | | | | | | | | Servicewide All Revenues |
| | | | | | | | | | | \$748,963,013 |
| | | | | | | | | | | \$213,162,682 |
| | | | | | | | | | | \$962,125,695 |

“The National Park Service may charge a recreation admission or use fee at parks when authorized by law. Although these fees may provide for the support of the overall management and operation of parks, they are not intended to totally offset the operational costs associated with a park. Such services include protection; resource management; information and orientation; maintenance of park facilities; and interpretation to foster an understanding and appreciation of each park’s resources, management procedures, regulations, and programs . . .”

— NPS Management Policies 2001

For more information on the Recreational Fee Demonstration Program visit www.inside.nps.gov/programs (then click on Administration, Business Practices, and Workforce Development; next click on Fee Management Program). Also visit the National Park Foundation at www.nationalparks.org

Fee Demonstration

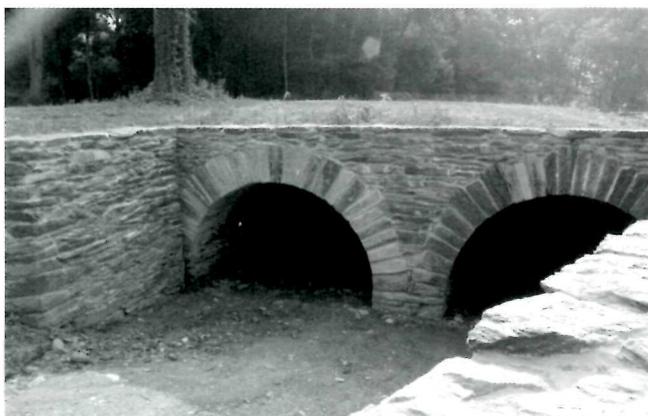
Dedication ceremony at Pipe Spring National Monument

Twenty-percent Fee Demonstration funds supported the remodeling of the old Pipe Spring National Monument visitor center and administrative offices to become a joint visitor center and museum for the monument and the Kaibab Paiute Tribe. Partners in the project included the NPS, the Kaibab Paiute Tribe, Grand Canyon and Grand Canyon Parashant National Monument. The visitor center, Natural History Association bookstore and public restrooms were rehabilitated; NPS administrative offices relocated in a new refurbished location leased from the tribe; and, comprehensive exhibits on the monument and Kaibab Paiute culture and history fabricated and installed in the museum. Total cost of the project was approximately \$900,000. This photo, at right, shows Superintendent John Hiscock speaking to an audience at the dedication ceremonies for the new visitor center and museum.

— John Hiscock, superintendent, Pipe Spring



Courtesy of Pipe Spring National Monument



Courtesy of Harpers Ferry National Historical Park

Arches at Harpers Ferry National Historical Park

The Recreational Fee Demonstration Program has proven to be a valuable source, assisting Harpers Ferry National Historical Park with repairing, restoring, stabilizing and maintaining a wide variety of cultural resources. In 2003 the 20 percent Fee Demo program enabled the park, along with the Historic Preservation Training Center's Masonry Division to stabilize tunnel intake arches on Virginius Island. Following the floods of 1996, the two tunnels, dating back to the mid-1800s, were nearly lost. Filled with silt and almost totally buried, the structures were weakened and their masonry integrity was failing. The park excavated the tunnel vaults that year and closer inspection revealed more than 20 voussoir and keystones, critical to structure support, were missing. From October 2002 through May 2003 the Historic Preservation Training Center performed reconstruction work, restoring the historic tunnel vaults and wing walls. Monies from the fee demo program enabled full stabilization of this crumbling cultural resource, saving it for future generations.

— Marsha Starkey Wassel, fee program, Harpers Ferry

Cannon at Horseshoe Bend National Military Park

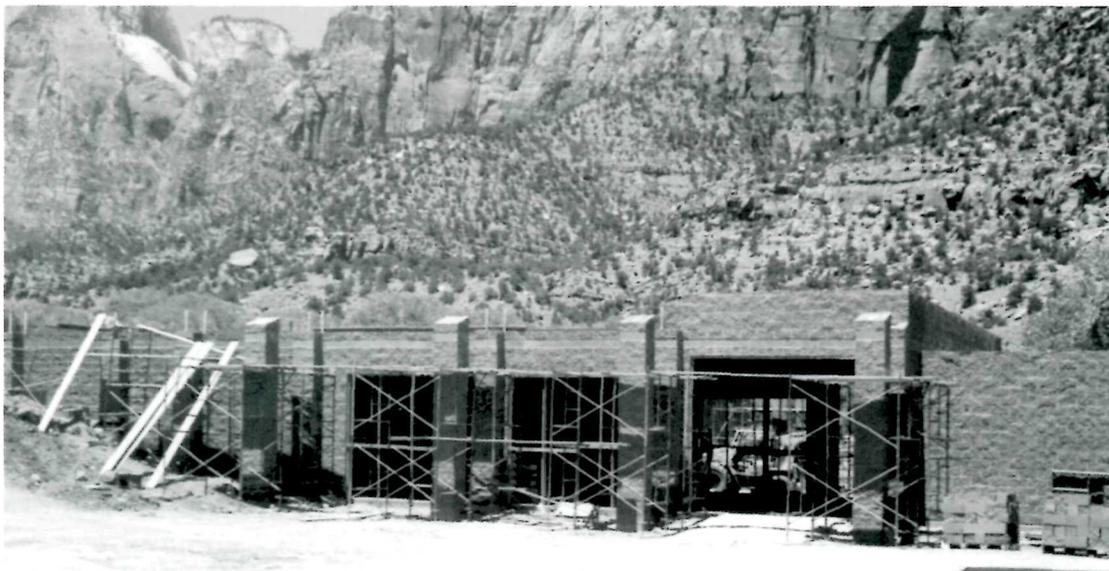
Throughout the National Park System, interpretive services directly benefit from funds provided by the Recreational Fee Demonstration Program. The tremendous concussion of this reproduction cannon at Horseshoe Bend National Military Park helps children and adults gain an appreciation for the terror of the war between the United States and the Creek Indians. Although Horseshoe Bend does not collect entrance fees, park activities and projects such as the purchase of this reproduction cannon and cannon carriage are supported through twenty percent fee demonstration funds. Fee Demo monies are also being used for production of the park's new interpretive film scheduled to be completed later this year.

— Mark Lewis, superintendent, Horseshoe Bend



Courtesy of Horseshoe Bend National Military Park

Funds at Work

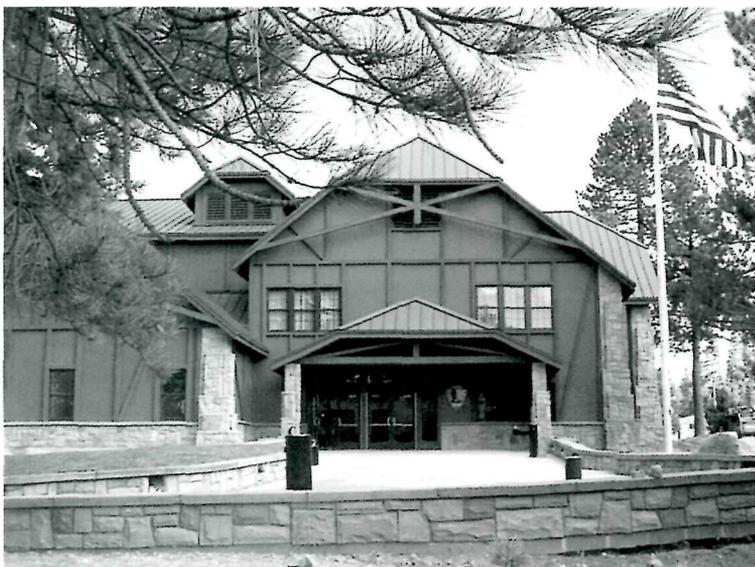


Mark Herberger

Construction at Zion National Park

Information from the Recreational Fee Demonstration Office lists Zion as a “No. 1” in the sales of National Park Passes, grossing \$1.8 million in annual revenues. Seventy percent remains at the park providing substantial funds for specific projects. A large portion of the Park Passport Program funding has been allocated for the design and construction of Zion’s new Emergency Operations Center. Using sustainable design concepts, the model facility will consolidate all emergency services and equipment, including search and rescue, wildland and structural fire, and law enforcement under one roof. Construction on the center began in 2002 and is expected to be completed by the beginning of 2004.

— Rick DeLappe, fee manager, Zion (on detail to WASO)



Courtesy of Bryce Canyon National Park

Visitor center at Bryce Canyon National Park

When Bryce Canyon’s original visitor center was constructed in 1959, it was more than adequate for its 17 employees and 278,000 annual visitors. Forty years later, however, the visitor center was bursting at the seams with a staff of 66 employees and annual visitation exceeding 1.5 million. Using revenues generated through the NPS Fee Demonstration Program, Bryce Canyon broke ground in 1999 to rehabilitate and expand its aging visitor center. The accompanying photo shows the visitor center/headquarters made new again with fee demonstration funds. The facility reflects the rustic timber frame style of architecture prevalent throughout the park. Visitors are enjoying expanded, wheelchair-accessible restrooms, a larger lobby and bookstore, new interpretive exhibits and a new orientation film.

— Jan Stock, interpretive park ranger, Bryce Canyon

Outsourcing the Fee Program and VUAs

Impact on Workforce Diversity

By Clara Wooden
Alaska Region

Congress created the Recreational Fee Demonstration Program during the “reinventing government” era. Intent for the implementation of the program was to allow the National Park Service and other federal agencies to “demonstrate the feasibility of user-generated cost recovery for the operation and maintenance of recreation areas or sites and habitat enhancement projects on federal lands.”

The program has done exactly that — and more. Fees have been used to repair and improve roads, buildings, campgrounds, trails and exhibit/signs; provide protection and research of natural habitats, stabilization and restoration of historic structures; and enhance visitor safety and protection.

The Fee Demo Program not only has addressed the specific concerns of Congress, but it also addresses the growing concern for the lack of a diverse workforce, in targeted occupations, both permanent and seasonal.

The program has been instrumental in providing job opportunities and funding for visitor use assistants, ranging from GS-1 to GS-5. The majority of these VUAs represent diverse groups. Historically, VUA positions have been used as entry-level posi-

tions and as such, have been instrumental as a mechanism to employ individuals with little or no experience. In the Alaska region, of the 93 positions identified in the 0303 clerical series, 24 represent positions held by minorities.

A vast number of potential employees interviewed and hired are minorities who through this process, are introduced to the NPS for the first time. Those endeavoring to branch out and expand their boundaries have discovered opportunities they never knew existed. Career options that were not options before, because knowledge of the NPS did not exist, have suddenly and unexpectedly given them a new perspective about their career and lives.

The NPS also has expanded its boundaries in the areas of recruitment. Representatives have visited various historical minority colleges and universities, with job announcements in hand ready to hire highly qualified and educated applicants.

The NPS has identified 1,700 positions to be studied for competitive sourcing through fiscal years 2003 and 2004. It seems to me the adage “if it ain’t broke don’t fix it,” would apply here.

The Fee Demo Program is doing exactly what it was created to do and more. For the first time in many years, managers have been encouraged, yes employed, to think outside the box. They have to be innovative in developing revenue programs that would be self-sustaining.

I am aware it could be argued that VUA positions could still be used through the contracting process. But, they would be exactly that — contracted positions. Contracted positions are not considered part of the NPS workforce; therefore, any positions derived from the outsourcing process would not assist in the goal of the Service to diversify its workforce.

In 1998 the NPS developed a five-year Diversity Action Plan that was approved by the Department of Interior. Goals within the plan were to:

- Recruit a workforce that reflects the diversity of the nation.

- Retain a workforce that reflects the diversity of the nation.
- Ensure accountability at the secretarial and bureau levels for improving diversity.
- Educate managers and/or supervisors and employees regarding diversity.

I have not seen nor do I know of any reports stating we have accomplished these goals. If we remove the ability of NPS managers to hire VUAs, we deny a vital resource that enables them to develop and retain a thriving and diverse workforce.

The Director, in her memo addressing competitive sourcing (April 15, 2002), stated, “I am impressed continually by the depth of the passion NPS employees bring to their stewardship responsibilities — whether it be the payroll clerk who makes sure all of us are paid, the resource specialist gathering data in support of the park’s cultural resources or the fee collector who greets visitors.”

Fee collectors are usually the first points of contact visitors have with the NPS. These people who wear the green and gray proudly should be representative of the public they meet and greet. 🏠

Clara Wooden has been a national park ranger for 13 years, starting and working briefly in the Office of Human Resources (formerly Personnel) and moving to Ranger Services. Currently she manages the regional Fee Program, Uniform Program and Youth Programs for the Alaska Region.



ANPR ACTIONS

Actions by President Ken Mabery

Thanks to a lot of hard work from the Board and especially Bill Halainen, Bill Sanders and Executive Director Jeff McFarland, ANPR has been getting quite effective at meeting its goals and mandates in advocacy.

We have regained our stature on Capitol Hill and are once again being asked to testify. Since our last report, we have prepared and delivered four testimonies, always with the goal of supporting NPS employees at our jobs. We address the topic that we are invited to testify on and make it clear how that topic relates to the team of employees necessary to accomplish the NPS Mission. In the process, we involve those ANPR members that have expressed an interest in helping. If you have expressed an interest and have been overlooked, please remind either Jeff McFarland or me.

Since our last report, the frequency of press contacts has jumped from an average of two per month to 12 for the period June 20 to Aug. 1. These contacts included ABC's 20/20 (a researcher for a program that may air at a later date) and National Public Radio's All American Talk Radio program out of San Francisco. Again, each contact has focused on our primary message.

In other actions this quarter:

Rendezvous in Rapid City, 2004: Rick Mossman of Wind Cave and Laurie Heupel of Lewis and Clark National Historic Trail,

Montana, have agreed to be the agenda co-chairs. They have been named in advance of this year's Ranger Rendezvous to facilitate better Rendezvous planning. They will have the benefit of overlapping with Scot and Lisa – observing their actions leading up to this Rendezvous. The theme for the Rapid City Rendezvous is tentatively entitled "Preserving/Protecting the Westward Expansion Legacy." Gerard Baker, superintendent for the Lewis and Clark Trail, has committed to getting the Lewis and Clark traveling exhibit to Rendezvous.

Membership numbers have started to level off. We are working on a vigorous recruitment program that every member can tap into and use, with downloadable files from our website. We have great stories to tell, and members are our best advocates for new members. We need the recruiting tools — a downloadable poster and membership brochure.

"*Live the Adventure*" is selling quite well and is acknowledged by WASO as the recruiting tool. WASO's Personnel office recently purchased 500 copies for distribution to all field units. This helped to put us into a second printing (in less than a year). Many visitors find out about the booklet through our partnership with American Park Network. Each of their 20 publications features a promotional box for "*Live the Adventure*." □

... A cure for cynicism, an exhilarating rest from the competing avarice we call the American Way. They were cooked up in the alembic as other land laws, but they came out as something different. They reflect us at our best, rather than our worst. Without them millions of American lives would have been poorer. The world would have been poorer.

— national parks according to Wallace Stegner

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The Professional Ranger

Editor's note: Rick Kendall, the newest Ranger columnist, is the education specialist and district interpreter at Lake Roosevelt NRA.

Interpretation

Further your career with a master's degree in resource interpretation — As I finished my four years of college, I simultaneously made one of the worst and one of the best decisions of my life: graduate school. After spending nearly 20 years of my life in classrooms from kindergarten through college, I thought another two years really could not hurt all that much. I left my summer seasonal job with the NPS, began classes and promptly burned out.

Seeking my master's degree was the perfect picture of Dante's seventh circle of hell. Living at the poverty level, working half-time doing jobs that nobody in the private sector would ever want for very little money and a tuition discount, sitting in crowded classrooms full time listening to lectures and sitting in libraries reading journal articles until the wee hours of the morning seemed to be especially cruel and unusual punishment. I did meet some very good people in my graduate program, including my wife, and was ultimately SCEPed (the Student Career Experience Program) into the NPS (the good part of the decision).

But my two-year degree program bled into a third and then a fourth year (the bad part of the decision) as I continued to work on my thesis, tithe the better part of my meager income to the university business office, and pursue my NPS career aspirations.

I did ultimately finish my master's degree and, in retrospect, I am glad that I did. But I have come to the conclusion that people looking to earn a graduate degree are faced with a difficult decision. On the one hand, jumping into a classroom-based graduate program directly after finishing a four-year college degree can definitely contribute to burnout and slow your progress toward completing your degree, as it did in my case. But conversely, options such as leaving the NPS and relative financial security to pursue a master's degree in a college town far from your duty station or working full time at your job while spending several years of your free time in night school classes are equally unappealing. With these thoughts in mind, I decided that suffering and frustration were the only univer-

sal concepts associated with seeking a graduate degree.

Fortunately, NPS interpreters now have a better option should they choose to seek a graduate degree in interpretation. When I learned that the NPS Interpretive Development Program in conjunction with the Stephen F. Austin State University Arthur Temple College of Forestry in Nacogdoches, Texas, were partnering to offer a master's degree in resource interpretation, skeptical thoughts of matriculation raced through my head. However, this is not a traditional graduate degree program. There is no need to quit your job and move to Nacogdoches or work full time while attending night classes. Coursework is completed online or submitted to the IDP certification program. This is truly a user friendly degree program.

The two-year (based upon full-time enrollment) program is linked to the IDP 10 benchmark competencies. Each student must complete a five-course core curriculum consisting of:

- Module 103: Preparing and Presenting an Effective Interpretive Talk
- Module 230: Effective Interpretive Writing
- Module 311: Interpretive Media Development
- Module 340: Interpretive Research and Resource Liaison
- And one 200-level or 300-level competency of your choice.

Each student will also be required to complete three additional elective courses including:

- Module 210: Preparing and Presenting an Effective Conducted Activity
- Module 220: Preparing and Presenting an Interpretive Demonstration or Illustrated Program
- Module 270: Presenting an Effective Curriculum-Based Program
- Module 310: Planning Park Interpretation
- Module 330: Leading Interpreters: Training and Coaching

Students will have assignments related to each course that will be completed online. And, just as in submitting IDP interpretive products for certification, students will submit interpretive products for each module

to the Mather Training Center for peer review by trained certifiers, a sort of "final exam" for each course. Upon demonstrating certification standards in the core and elective competencies, students must propose a master's thesis topic and research and write a master's thesis. The subject of the thesis is at the discretion of the student and the student's faculty committee. Finally, students are required to complete 400 hours of paid or unpaid field experience in interpretation at a national park, state park, nature center, museum or other site that provides personal and non-personal interpretive services to the general public. Professional interpreters may count their everyday work duties in interpretation toward fulfilling this requirement.

Though the program is not free, the tuition costs for the degree are still up in the air. To help defray the cost to each student, Mather Training Center and Stephen F. Austin State University are also offering 20 \$1,000 scholarships beginning in the spring 2004 semester. If you are interested in the degree program and would like more information regarding course offerings, how to apply, program cost, scholarship information and more, contact David Larsen, acting training manager for interpretation, education, partnerships, recreation and conservation at the Mather Training Center (David_Larsen@nps.gov). If you have been thinking of going back to school, seize this bull by the horns — you will probably never happen upon a better opportunity to earn a degree and keep working at your job. □

— Rick Kendall, Lake Roosevelt

Protection

"In valor there is hope."

These timeless words of Cornelius Tacitus are inscribed upon an entrance wall of the National Law Enforcement Officers Memorial in Washington, D.C. Near them, other words are etched into the memorial's stone — more than 16,000 of them, each the name of a brother or sister law enforcement officer who has paid the supreme sacrifice in the line of duty.

This past May law enforcement officers from all over the country gathered at "Our Wall" to honor those whose names already grace the memorial and to witness a solemn ceremony wherein 376 more names were added to the wall. One hundred forty-nine belong to officers who were killed in 2002.

Three were National Park Service rangers, and one was a U.S. Park Police officer.

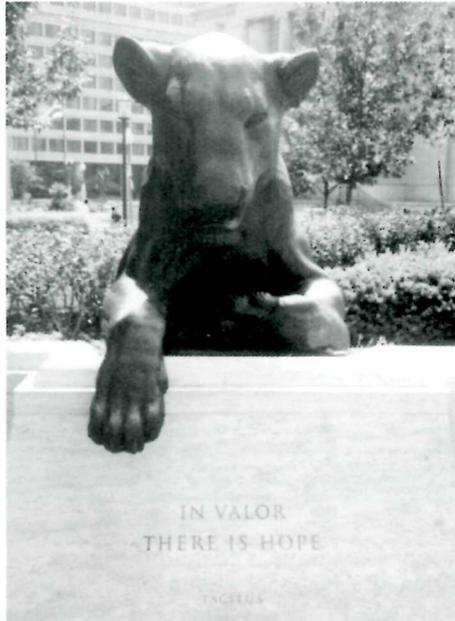
Among the thousands of officers assembled were scores of NPS rangers and USPP officers, some from as far away as Alaska. The experience forged indelible images in our memories. Anyone who is or has been or wishes to be a law enforcement officer should make it a point to attend this ceremony — the Candlelight Vigil — at least once in their lifetime. It's that impressive. Many years from now, I will look back on that night as one of my most memorable. A classier, more moving occasion one would be hard pressed to find.

Escorted by a motorcade of police motorcycles, survivors of the fallen officers arrived at the memorial and were greeted by uniformed personnel. As pipe bands played mournful tunes and an honor guard stood at present arms, family and friends entered one of two corridors lined with state troopers, sheriff's deputies, police officers, corrections officers, special agents, marshals, game wardens and rangers. This was our small part in a week's worth of treating these noble people as the most important folks in town. It was our sincere honor to honor them in this special way.

Wives, mothers, girlfriends, sisters, aunts, grandmothers and daughters passed by, and we offered them a rose, which we were sure they would leave at the foot of the wall below the name of their loved one. Often, a small child, or maybe two, would walk by wearing a T-shirt with their daddy or mommy's picture on it. Those were the toughest to watch, usually through tear-filled eyes.

The colors were presented, our national anthem played, an invocation was asked and speeches were given to honor our fallen heroes. Then we lit the candles. Thousands of them. It was quite the spectacle: Rank and file of tiny flames burning brightly as far as one could see in silent tribute to the souls of our fellow officers.

Next, as a laser projector cast a thin blue line over our heads, the music of "Braveheart" began to play. I remember thinking, "How fitting that they chose the instrumental theme from an epic tale of a warrior's warrior to honor all these warriors today." A voice over a loudspeaker explained what most of us already knew: How all law enforcement officers across this great land provide a "thin blue line" of protection for the masses. Cold chills ran up and down my spine.



Kevin Moses

At the conclusion, agency representatives read aloud the 376 new names. Word began spreading throughout the crowd that NPS rangers were forming up at the head of the reflecting pool. We started with 10, grew to 20, then more, until just about every green-and-gray uniform with a Stetson was standing at parade rest, dress right dress. The speakers read the names of the federal officers killed last year, and rangers snapped to attention, rendering a hand salute. Among the names we heard were four of our own: Kristopher William Eggle, Hakim Azim Farthing, James Randall Morgenson, Thomas Patrick O'Hara.

I remained at the memorial as late as I could that night, as I did every other night that week. I wanted to spend as much time there as possible, learning about these heroes. There is something sacred about the place. You know it as soon as you set foot on it. It is holy ground, and it's the one place in our nation's capital that law enforcement officers can call uniquely our own.

As I moved slowly through the grounds, trying to read as many names as I could, I was struck by the haunting foresight of the memorial's designers — they had made sure to leave room for the roughly 165 new names that will be added every year. The walls are slightly less than half full right now. The remainder is empty space waiting for new names. Again, the chills.

Equally striking were the countless mementos brought there by loved ones. Photographs, poems, biographies, shoulder patches, white gloves and the heart-wrenching "Dear Daddy, I miss you" letters. I read

as many as I could. Each one made my throat a little tighter than the last.

From across the grounds I could hear a pipe band playing another ballad. Small huddles of uniformed officers gathered in front of a name. I could hear them laughing about a memory, praying together, weeping together and bidding their comrade a final farewell. In front of another panel a solitary figure knelt, sobbing. Head bowed, her outstretched hand traced each letter of a name very dear to her. I looked away quickly, embarrassed that I had trespassed on her private moment.

Continuing on slowly, I made my way around the entire wall and stopped where the roster told me to — East Wall, Panel 11, Line 23. I read the bottom row until I found it — the one name of the 16,000 that I knew personally. I had found my friend. I stood there rigidly, unmoving for a moment, closing my eyes in disbelief, hoping irrationally that when I opened them his name wouldn't be there. But it was there, chiseled into the cold marble in the company of fellow heroes as a permanent memorial to his inspiring life.

I stayed there with him for a while, talking to him, asking again the same unanswered questions I had asked so many times over the past nine months. I took photographs, made several charcoal rubbings of his name, and said a prayer for his family, whom I have come to love. I stood, faced his

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For more information contact Bill Supernaugh, ANPR's mentoring coordinator, at bsuper@gwtc.net.



PAYING TRIBUTE: Above, a police honor guard and a corridor of officers wait to greet survivors at ceremonies in May in Washington, D.C. At right, rangers hold a candlelight vigil in memory of victims. Photos by Kevin Moses.



name, and raised my hand in a slow, ceremonial salute.

Then I turned and walked away as quickly as I could, inwardly pondering the wisdom of a first-century Roman senator. □

— Kevin Moses, Big South Fork

Resource Management

At an interdisciplinary meeting of state, federal and tribal representatives in Montana, a Salish Indian shared her aversion to the term “preservation,” a word most of us likely take for granted as basic to the resource management mission.

The speaker said it conjured up images of jelly jars in her basement, or lab specimens in formaldehyde — static, dead things. She spoke of wanting not to preserve pictures of past natural or historic elements of her culture, but to perpetuate the living, evolving links between people and places. She is not the first American Indian whom I’ve heard ask why EuroAmericans separately categorize resources as natural or cultural; “we view them as related, as the same.” Be they salmon, bison, sweetgrass or bitterroot, these *natural* resources are integral to the *culture* of one or more tribes of people.

In a growing movement to document and protect “cultural landscapes” recurs lively discussions of what the term means, generally an amalgam of natural and cultural resources and their surrounding geography that’s associated with a historic event, activity, person — or some combination of those. Beyond our agency borders also grows a trend to designate “heritage areas.” These grassroots efforts may take advantage of a fairly new category of Congressional recog-

inition (23 National Heritage Areas were established between 1984 and 2002), but often ignore such officialism in favor of a state, local or even ad hoc designation by willing partners in promotion of heritage conservation and tourism. The National Heritage Area program, coordinated by the NPS, though the agency deliberately declines leadership in creating heritage areas and ownership of or jurisdiction over them, describes the goal as focused on conserving the special qualities of cultural landscapes, which reflect the ongoing interrelationship between people and the land. Communities, non-profit corporations, and/or commissions have created plans to conserve, interpret, and in some cases promote tourism or other economic growth within heritage areas without either the benefit or burden of park, forest or other “preserve” designation.

Existing national heritage areas aim to protect and celebrate remnant structures, traditional land use patterns and practices, waterways, and other cultural and natural resources — represented by such varied entities as the Cache La Poudre River Corridor, the Ohio and Erie Canalway, the Hudson River Valley, the Motor Cities Automobile NHA, the Rivers of Steel NHA in southwestern Pennsylvania and Yuma Crossing in Arizona. In these areas, private individuals, public institutions, corporations and organizations work out the objectives and management strategies, with or without a kick-start of federal funding. The people living and working on the local or regional landscape struggle with the difficult questions of *whose* culture(s) and traditions they want to celebrate and maintain, and *how*, as they also continue or enhance

economic activity in their region.

It will be interesting to watch the evolution of these and other nontraditional reserves across our nation. Are such newer models of landscape conservation a temporary trend, or might they increasingly influence how we manage well-established park, forest, and recreation areas? Should we hold fast to traditional cultural and natural resource management practices (and categorizations) as the way to ensure “preservation” of long-established park areas and the resources within, or are we holding stores of dusty specimen jars in the lab, somewhat disconnected from living peoples of many cultures? It seems to me that only through increasingly interdisciplinary and cross-cultural discussions and — yes — partnerships, with our varied park users, concessionaires, inholders, neighbors, critics and advocates can we perpetuate the unique natural and cultural resources and the broader landscapes that represent America’s varied beauty, scientific value and compelling stories. □

— Sue Consolo Murphy
Yellowstone



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For more information, visit our website at www.nationalparks.org.

National Park  FOUNDATION

Executive Director

All politics are local — There is an old, tried-and-true maxim of policy-making that asserts, “All politics are local.” In fact, this is a critically important political phenomenon to understand. It works like this. Our congressional policy-making process depends on each issue having at least several leaders and a whole bunch of followers. The followers do so for one or more of several reasons — they agree with the substance of the policy or they want to support the leaders. This latter reason is especially powerful when one of the leaders is the President of the United States and the White House and Congress are controlled by the same political party.

Nevertheless, “all politics are local” is a significant wildcard in the process. Members of Congress pay attention to what they gather is or may be the predominant opinion of their constituents on legislative issues. And unless the issue is of overwhelming national importance (or is maybe part of a “deal”), congressmen will likely “vote their districts” and senators will likely “vote their states” — especially when they have a clear understanding of how the proposed policy or bill affects things, or is viewed, back home.

This appears to be what is happening with the competitive sourcing initiative. One of the jewels in the crown of the President’s Management Agenda, this initiative has been pressed upon federal agencies with a good deal of presidential muscle. The Office of Management and Budget has established quotas and scorecards for each department and agency, and has repeatedly assured members of Congress that any bill that frustrates the competitive sourcing initiative will be vetoed by the President. Consequently, members of Congress — and especially Republican members — have been inclined to support a policy and program that is so important to the White House. That is, until they discovered that competitive sourcing is not good for the parks in their districts and states.

So far, most of the action has been around the 2004 appropriations bill. For reasons that include fiscal accountability and concerns over the effects in specific parks, the House passed the bill with a provision that places a moratorium on outsourcing studies in NPS in fiscal year 2004. Additionally,

the House approved a floor amendment that exempts the Midwest and Southeast archeological centers. The bill is likely to receive consideration by the Senate in September and we are aware of plans to ensure that the Senate version contains similar amendments. And these plans reflect the concerns of Senators over the effect that this initiative will have on “their” parks.

On our own behalf, and through our participation in Americans for National Parks, we have sought to help members of Congress understand why this top-down, quota-driven competitive sourcing initiative is not good for the Service or for the parks. Your park specific compelling stories are very helpful to this effort.

For more information on what’s happening in Congress on this issue — and how ANPR is representing the best interests of the National Park Service — click on “Current News” on our website www.anpr.org.

In the meantime, keep those compelling stories coming.



Current NPS assignment and e-mail information needed! — We continue to need your assistance in updating the information in our membership database. In particular, we would like to make sure that we have your current park (or office) assignment and e-mail address recorded correctly. *So, please send an e-mail to the Business Office (anpr@larned.net) and to me (jeffmcf@comcast.net) with your name, current assignment and e-mail address you would like us to use (personal address is recommended).*

As we get closer to Rendezvous, I will be e-mailing interesting and important information to those for whom I have addresses. If you have not received a couple of messages from me since the last Rendezvous, then we need your address. Thanks! ☐

— Jeff McFarland

Professional Issues

This quarter we met with appropriate Congressional committee staff and supportive member’s staff requesting legislation to provide enhanced annuity retirement (6c) coverage for park rangers. Our primary objective was to obtain prior-service coverage for rangers who have requested but not secured 6c-coverage through the individual claims process. This is a very important step forward in this effort, and we have high hopes of success because our logic is compelling and the costs are almost nil.

Unfortunately, in the current fiscal climate, we find ourselves caught up in issues beyond our control. Many agencies that have long-sought legislative 6c-coverage have now been brought into the new Department of Homeland Security along with agencies already 6c-covered. This sets up a “haves-versus-have nots” situation within the Department of Homeland Security that the non-covered agencies are now lobbying Congress to correct.

If Congress acts to cover park rangers, (which would not have much of a budget impact because 6c funds for prior-service claims were provided to the NPS years ago), Congress would be under intense pressure to cover other, much larger agencies that would indeed need significantly increased appropriations. It is not in the cards to increase the budget of the Department of Homeland Security at this juncture, thus Congress is reluctant to open any public debate on the 6c issue.

There may or may not be a hearing called on the many issues involving 6c and ANPR may be offered an opportunity to present testimony. We continue to be hopeful that we eventually will prevail, despite the daunting challenges of the current cost-cutting environment.

We continue to provide individual advice and support to those members struggling to obtain 6c-coverage for their prior law enforcement service to the National Parks through the individual claims process. ☐

— Bill Sanders, Hopewell Furnace

Education and Training

Pre-Rendezvous Training

Check ANPR's website for specific details about pre-Rendezvous training opportunities in November in Plymouth, Mass. Membership in ANPR or attendance at the Ranger Rendezvous isn't required for participation in any of the pre-Rendezvous training courses.

Full course details and registration information are available at ANPR's website at www.anpr.org. The three courses are:

- ▶ **Leadership, Problem Solving and Decision-Making**, *Friday and Saturday, Nov. 7 and 8*
- ▶ **Introduction to Resource Stewardship**, *Thursday through Saturday, Nov. 6-8*
- ▶ **Writing Proposals for Resource Stewardship Funding**, *Thursday through Saturday, Nov. 6-8*

Retirement

U.S. Treasury I Bonds — Those of you who have been to Kathy and my workshops know what we think about U.S. Savings Bonds. That's until the I Bond came upon the scene. As you all know, money market, CD and savings account interest rates have been in the cellar for quite some time now. And things don't look very promising in the near future for any upward change.

Treasury inflation-indexed I Bonds are designed to offer all Americans a way to save that protects the purchasing power of their investment by assuring them a real rate of return above inflation. I Bonds have features that make them attractive to many investors. They are sold at face value in denominations of \$50, \$75, \$100, \$200,

\$500, \$1,000, \$5,000 and \$10,000 and earn interest for as long as 30 years. Maximum purchase is \$30,000 per year. I Bond earnings are added every month and interest is compounded semiannually.

They are state and local income tax exempt, and federal income tax on I Bond earnings can be deferred until the bonds are cashed or they stop earning interest after 30 years. The one caveat is that investors cashing I Bonds before five years are subject to a three-month earnings penalty which is not much of a penalty. The good news is that I Bonds are now paying 4.66 percent, which is twice what other CDs or money markets now are paying.

The earnings rate for I Bonds is a combination of a fixed rate, which will apply for the life of the bond, and the inflation rate. The 4.66 percent earnings rate for I Bonds bought from May through October 2003 will apply for the first six months after their issue. The earnings rate combines the 1.10 percent fixed rate of return with the 3.54 percent annualized rate of inflation as measured by the Consumer Price Index for all Urban Consumers (CPI-U). The CPI-U increased from 181.0 to 184.2 from September 2002 to March 2003, a six-month increase of 1.77 percent. Currently deflation, which could lower rates of return, is not now in the picture.

Savers and investors can now open an online account to purchase I Bonds in electronic form through the website www.treasurydirect.gov. Account holders can purchase, manage and redeem such I Bonds over the Internet 24 hours a day, seven days a week. □

— Frank Betts, Retired

IRF Update

International Ranger Federation President David Zellor of South Africa expressed his thanks recently to ANPR for its assistance in funding four Latin American rangers to attend the 4th World Congress in Australia. In a thank you letter to ANPR President Ken Mabery, Zellor said:

"ANPR is a founding member and has always been a crucial supporter of the IRF. I look forward to many fruitful years working closely with ANPR."

Supporting international efforts through the IRF, in particular our support for Latin American country rangers, has been a key function of ANPR since the founding of IRF. We will continue this with the 5th World Congress in Scotland in the spring of 2006. The ANPR Latin American Fund is always open for donations.

ANPR member Vaughn Baker has suggested also establishing a similar scholarship fund to assist early and mid-career NPS employees who are ANPR members in attending future IRF congresses. This is a good idea since we seldom are able to assist members in the work of the Association and our growing international relationships and responsibilities. I will work with Vaughn on this and report details in the next *Ranger*.

IRF will have an important presence this September at the World Conservation Union (IUCN) 5th World Congress on Protected Areas. The IUCN 5th World Parks Congress is a once-a-decade event that provides a major global forum for setting the agenda for world-protected areas for the next decade. Previous congresses have had a tremendous impact in assisting national governments to create new protected areas and direct more resources toward biodiversity conservation. The IUCN 5th World Parks Congress is set for Sept. 8-17 in Durban, South Africa.

Bill Halainen represented ANPR at the last World Congress in 1992 in Caracas, Venezuela. The Congress will have several ANPR members going to Durban on their own time and money. These members are:

- Deanne Adams, IRF North American representative
- Rick Smith, past IRF president
- Bill Wade, Protect the Protectors Task Force
- Meg Weesner, Protect the Protectors Task Force



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Seasonal Law Enforcement Training Program

— Information updated late summer 2003 —

- Tony Sisto, ANPR representative, International Committee chair

The Congress, by special arrangement, will feature world rangers in many of its programs, including a segment on “Protecting the Protectors” — an issue brought forward by ANPR at the 25th anniversary Ranger Rendezvous in Jackson, Wyo. In further recognition of rangers, on the stage at opening ceremonies directly along side past South African President Nelson Mandela, will be a ranger from an IRF member organization, Silvia Aguado, backcountry ranger from Parque Nacionale Nahuel Huapi, Argentina. IRF also will be represented in workshops. It is an important milestone for IRF and for ANPR.

In the next issue of *Ranger*, I will have a complete report of the Congress.

World Connections — U.S. Department of the Interior — As ANPR becomes more connected internationally, I will share information about different organizations worldwide, often involved in ranger training, that members might want to refer to or take advantage of in their jobs.

If you haven't tapped into the great opportunities that DOI provides through its International Technical Assistance Program, you've missed something. Check the website at <http://www.doi.gov/intl/itap/>. The program provides fantastic opportunities for you to share your skills and experience with protected area staff around the world. ANPR President Ken Mabery, board member Bill Supernaugh and others spent two weeks in the late spring teaching rangers field skills in the republic of Georgia. Great people work there and they provide great opportunities. Go there!

— Tony Sisto, International Committee Pacific West Region

The Seasonal Law Enforcement Training Program (SLETP) was developed in 1977 to prepare the seasonal ranger to perform law enforcement in areas administered by the National Park Service. The core required program consists of 285 class hours (starting in fall of 2003 program increases to 334 hours).

A successful graduate becomes eligible to receive a Type II law enforcement commission once the background investigation is completed. This commission enables the bearer to carry firearms, make arrests, investigate violations of the Code of Federal Regulations and assist in the execution of warrants. It does not authorize the seasonal ranger to investigate felonious crimes.

Schools offer the SLETP in a variety of ways. The diversity of offerings is reflected in the varying lengths of classes.

- (S) - Straight Academy (40 hours or more/week)
- (P) - Peace Officer Standard Training with NPS add-on or add-in
- (O) - One session per academic year (1 or 2 semesters) to full-time students
- (T) - One session over two academic years to full-time students
- (C) - Combination of weekends and semester breaks

Each school recognizes or offers recognition for completion of the course in one or more ways:

- Continuing education units
- Semester hours
- Quarter hours
- Certificate

The cost of each school's program is set by the administration of that school. Prospective students should personally contact the directors of the schools being considered and inquire as to the availability of housing and meals, as well as the tuition costs and any additional fees for ammunition, targets or other items. We have attempted to offer the most recent information on class dated, but cancellations and changes in scheduling are not uncommon.

National Park Service
Federal Law Enforcement Training Center
Building 64, Room 219
Glynco, GA 31524
(912) 267-2795 or (912) 267-2246

Below is a list of approved participating colleges and universities that offer the Seasonal Law Enforcement Training Program:

Colorado Northwestern Community College

Criminal Justice Program
500 Kennedy Drive (Hill Hall)
Rangely, CO 81648

Class Dates: Aug. 25 - Oct. 18, 2003 (S) and Jan. 12 - March 20, 2004 (S)
George Fortunato: (970) 675-3331; toll-free (800) 562-1105, ext. 336; fax: (970) 675-3330; gfortunato@cnc.edu.

Hocking College

National Ranger Training Institute
3301 Hocking Parkway
Nelsonville, OH 45764-9582

Class Dates: Aug. 19 - Dec. 20, 2003 (P) January - May 2004 (P)
Bill DeWeese: (740) 753-3200 (24 hours); (740) 753-3591, ext. 2321; fax: (740) 753-9411; deweese_b@hocking.edu

Northern Arizona University

Park Ranger Training Program
School of Forestry
P.O. Box 15018
Flagstaff, AZ 86011-5018

Class Dates: Sept. 15 - Nov. 14, 2003 (S) Jan. 12 - April 9, 2004 (S)
Steve Dodd: (928) 523-8242; fax: (928) 523-1080; steve.dodd@nau.edu

Santa Rosa Junior College

Santa Rosa Training Center
5743 Skylane Blvd.
Windsor, CA 95492

Class Dates: Oct. 27 - Dec. 18, 2003 (S) Jan. 12 - March 5, 2004 (S)
Bill Orr: (707) 837-8843; fax: (707) 836-2948; murphy@santarosa.edu
www.santarosa.edu/ps

(continued on page 24)



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For further information contact:
Coordinator
Seasonal Law Enforcement Training Program (SLETP)
Law Enforcement Employee Development Center

Smokechasing

Stephen J. Pyne, Tucson: The University of Arizona Press, 2003, ISBN 0-8165-2285-5, paperback, 261 pages, \$19.95

By Bruce P. Van Haveren
Bureau of Land Management

Stephen Pyne is eminently qualified to write about wildfires and wildland fire-fighting policy. He teaches in the Human Dimensions of Biology Program at Arizona State University and worked for several years on a NPS fire crew at Grand Canyon. "Smokechasing" is a brief but comprehensive treatment of the history, culture, and national policy conundrums of wildfire in North America. This is an honest and well-written book (where does he get his incredibly rich metaphors?).

Early in the book Pyne concludes, and I concur, that there is an amazing lack of literature on wildfire. I believe this is true because Americans are undecided about wildfire. Fire is a classic example of good vs. evil. We were taught in elementary school by Smokey Bear that forest fires are bad. Now we are told that prescribed fires are good (but if they escape and become wildfires, they are bad). A better alternative, as Pyne suggests, is that we think of wildfire as a natural ecological presence.

Fire is more than a physical/biological/chemical force. Fire is both ritual (campfires, candles) and cleansing (ditch burning, backyard burn barrels). I grew up in the Lake States where, prior to air quality laws, leaf burning in the fall was a ritual. You raked your leaves into small piles and then burned the piles. My grandfathers and their neighbors all had burn barrels out back where they burned their household trash.

Fire has been a tool of agriculture dating back several millennia. Farmers use fire as a treatment to reduce weeds and prepare the ground for spring planting. Pyne reminds us that, for many ecosystems, fire made the natural landscape what it is. This was particularly true of the prairies. The Lewis and Clark journals make frequent mention of prairie

fires. Wildfire was a dominant presence on the prairies and an ecological tool of the Plains Indians, prior to Euro-American settlement. Pyne says "the environmental tragedy of fire in America is not that wildfires were suppressed but that controlled burns ceased to be set." An appropriate mix of wild and controlled fire is yet to be determined in this country. The public is just now beginning to understand the problem of fuels buildup on wildlands. We need a constellation of tools to reduce wildland fuels. Fire is just one of many possible fuel reduction treatments. In designing fire prescriptions, we need to think in terms of a constellation of different fire treatments acting in concert with different climatic regimes.

Having worked for both the Forest Service and the Bureau of Land Management, including field-level assignments in the '60s and '70s, this book reinforces my perceptions about the culture and machinery of wildland fire-fighting. Traditionally, wildfire suppression organizations have been run in militaristic and ritualistic fashion. It is about adventure, brotherhood, fire camp and fire cache rituals, being part of a team effort, and overtime. It is time to take a more objective and ecological approach to wildfire management in this country.

This book is refreshingly honest; it tells the truth about wildfire in North America. If there is a downside to this book, it is that the reader is left wanting more of Pyne's unique insight. □

Dr. Bruce Van Haveren works on a variety of regional and national science issues at the Bureau of Land Management's National Science and Technology Center in Denver. He served as science adviser to the BLM director from October 1995 to January 1998, working on natural resource and science policy issues at the national level. In the early 1990s he served as BLM's research coordinator. He began his natural resources career as a Forest Service research technician in 1968, worked as a hydrologist on two national forests in Idaho and Montana, and transferred to the BLM's Colorado State Office in 1977 and the Denver Service Center in 1978. He teaches part-time at Sisseton Wahpeton College, a tribal college in South Dakota, and is an adjunct faculty member at Colorado State University.

Mayday! Mayday!

Aircraft Crashes in the Great Smoky Mountains National Park 1920-2000

Jeff Wadley and Dwight McCarter, 2002, The University of Tennessee Press, paperback, 212 pages, \$15.95

By Kevin Moses
Big South Fork

Between the years 1920 and 2000, 54 aircraft "incidents" — mostly crashes — occurred in Great Smoky Mountains National Park. As one might imagine, each incident carries with it an interesting, often harrowing story. After countless days of exhaustive research, co-authors Jeff Wadley and Dwight McCarter, a Smokies ranger for more than 20 years, have compiled a detailed collection of these stories in the form of a book: "Mayday! Mayday! Aircraft Crashes in the Great Smoky Mountains National Park 1920-2000."

Divided by decade, each chapter gives the reader insight into what flight was like during a given period, and provides a technologically progressive timetable regarding the designs of various aircraft and how they affected both the crashes and the ensuing searches. In some cases, technological factors contributed to the cause of the crash, and the authors took care to make such connections.

All together, the incidents involved military, commercial and private aircraft and covered a wide spectrum of aircraft nomenclature, from linen-skinned, open-cockpit biplanes to F-4 Phantoms and just about everything in between, including helicopters and a Polynesian hot-air balloon. The authors describe each individual aircraft with an impressive degree of detail and even affection, which is no surprise given Wadley's role as a lieutenant colonel in the Tennessee Civil Air Patrol.

Addressed with painstaking attention, too, were flight-related issues that may not be common knowledge to the lay reader, such as flight plans, flight navigation, air traffic communication procedures, mountain flying and the effects of weather on various aircraft. Wadley and McCarter cover each of these subjects,

and others, in terrific detail, which aids the reader significantly in fully understanding each incident.

The real meat of the book, though, is in the authors' honorable commitment to tell the true story of every incident they chronicle. Wadley and McCarter show genuine compassion for the crash victims and their loved ones, and also for the search-and-rescue personnel involved in the aftermath of each incident.

Written in much the same manner as NPS *Morning Report* entries, the stories range from a brief paragraph for the quickly solved mysteries to almost chapter length for the more involved incidents. But each story is told with as much factual content as the authors were able to uncover. I use the words "solved" and "mysteries" because seasoned searchers know that most searches are exactly that: The classic mystery requiring a solution.

Wadley and McCarter, together logging 36 years of search-and-rescue experience, go to great lengths to place the reader in the minds of SAR professionals and volunteers, from both a field and a planning perspective. Readers gain true appreciation for the endless phone calls, map recons, briefings, IAPs and decision making faced by mission coordinators. And they feel equal appreciation for the grueling, often back-breaking efforts of field searchers. There is a science to SAR operations, and the authors elaborate thoroughly on this issue.

They strive diligently also to give due credit to this special group of people and

their tireless dedication so "that others may live." Family and friends of aircraft crash victims obviously suffer deep emotional stress during the course of a search. But the SAR community feels many of the same emotions, especially when the outcome is a tragic ending. This fact is often overlooked, but Wadley and McCarter bring much light to the issue. Readers who are involved themselves in SAR will feel genuine gratitude for their empathy.

Something else that impressed me was their numerous mention of how multiple entities within the greater SAR community worked well together on many of the missing aircraft missions. Anyone involved in SAR knows this is not always the case. But Wadley and McCarter point out how the NPS, CAP other law enforcement agencies, volunteer rescue squads and the military usually cooperated in a manner that was highly professional and kept the missions running smoothly.

On a personal note, I was pleasantly surprised during the final two or three chapters of "Mayday! Mayday!" by several unexpected run-ins with some old friends. Having worked in the Smokies, I began recognizing more than a few names of rangers involved in the SAR missions. Some have retired, others have moved on to new parks and still others remain in the Great Smoky Mountains. While reading several of the accounts, I had to grin because I had already heard the same story told through the eyes of a ranger who was there.

One fateful incident in particular, which

occurred in January 1978, had the most meaning for me. Though I wasn't there myself a friend of mine was, and he almost didn't live through it. The rescue helicopter he was on crashed while maneuvering near the site of a Cessna crash that had already killed five people. When the chopper went down, my friend sustained serious injuries that still affect him today. I've heard him speak of the incident on several occasions, and each time he explains that he was one of the lucky ones. Four other rescuers aboard his ship were killed.

"Mayday! Mayday!" is a must-read for rangers, CAP members, military personnel, anyone else who has a role in SAR and for those who simply enjoy adventurous reading. And for rangers in particular, pay close attention toward the last few chapters. You might recognize the name of a good friend — or maybe even yourself. □

Kevin Moses is a protection ranger at Big South Fork.

Book reviews

Are you interested in reviewing a book for *Ranger* magazine? Please send your suggested book title and a brief description of the book to the editor at fordedit@aol.com

Let others learn about a book that you enjoyed — or maybe missed the mark. Deadlines are Jan. 31 for the spring issue; April 30, summer issue; July 31, fall issue; and Oct. 31, winter issue.

The editor will contact you about your suggested submission.

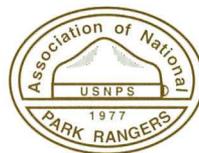
What can membership in ANPR do for you?

- ▶ Quarterly *Ranger* magazine with thought-provoking articles
- ▶ Employee voice to upper management and Capitol Hill
- ▶ Social functions with all disciplines from NPS
- ▶ Sponsored training with discounts to members
- ▶ Annual Ranger Rendezvous with professional workshops and other venues
- ▶ Access to partner organizations
- ▶ Sales items that enhance pride and morale
- ▶ Sponsored detail opportunities to international parks
- ▶ Facilitated mentoring program

The Association of National Park Rangers is an organization looking out for your interests for 25 years. As a member, you have access to many benefits. Included are:

If you want to have an avenue to express issues that are important to you and your career, become an active member of ANPR — and make things happen!

For more information: contact the ANPR business office at anpr@larned.net or (620) 285-2107.



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



Send us some tidbits!

Ranger welcomes short submissions for:

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

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

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



Seasonal Law Enforcement Training Program *(continued from page 21)*

Skagit Valley College
Administration of Justice Program
2405 E. College Way
Mount Vernon, WA 98273-5899

Class Dates: January - March 2004 (S)
Bill Overby: (360) 416-7829; *fax:* (360) 416-7768; *overby@skagit.ctc.edu*

Slippery Rock University
Seasonal Ranger Training
Department of Parks and Recreation/Environmental Education
Slippery Rock, PA 16057-1326

Class Dates: August 2002 - May 2003 (O)
Dr. Jack Lisco: (724) 738-2596; *fax:* (724) 738-2959; *john.lisco@sru.edu*

Southwestern Community College
Public Safety Training Complex
152 Industrial Park Road
Franklin, NC 28734

Class Dates: Sept. 15 - Nov. 18, 2003 (S)
Jan. 26 - April 6, 2004(S)
Reta Hamilton: (828) 369-0591; 800-447-4091(ask for PSTC); *fax:* (828) 369-2428
retah@southwest.cc.nc.us

University of Alaska Southeast
University of Alaska-Southeast — Sitka Campus
Law Enforcement Certificate Program
1332 Seward Ave.
Sitka, AK 99835

Class Dates: No sessions scheduled at this time; Lt. Matt Leveque: (907) 747-6611, ext. 223.; *fax:* (907) 747-5606

University of Massachusetts at Amherst
Seasonal Law Enforcement Training Program, University of Massachusetts Continuing Education
Box 31650
Amherst, MA 01003-1650

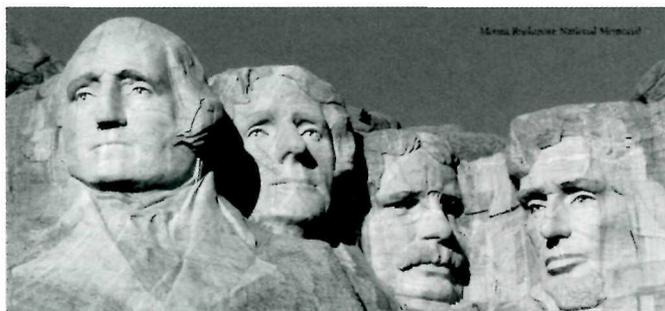
Class Dates: Sept. 13, 2003 - March 20, 2004 (C)
Dave Swendsen: (413) 545-2484; *fax:* (413) 545-3351; *goodchild@admin.umass.edu*

Vermilion Community College
NPS Seasonal Ranger Training
1900 East Camp St.
Ely, MN 55731-1996

Class Dates: Sept. 2 - Dec. 6, 2003 (O)
Luke Lukas: (218) 365-7246; toll-free (800) 657-3608, ext. 7246; *fax:* (218) 365-7201
l.lukas@mail.vcc.mnscu.edu

Western Dakota Technical Institute
Law Enforcement Technology
800 Mickelson Drive; Rapid City, SD 57703

Class Dates: Aug. 21, 2003 - May 2005 (O)
Glen Talley: (605) 394-4034, ext. 125; toll-free (800) 544-8765; *fax:* (605) 394-1789
gtalley@wdti.tec.sd.us



The four most famous guys in rock are not the Beatles.

But if we don't act soon, they just might become rolling stones. Insufficient funding has created a wide variety of critical needs ranging from deteriorating infrastructure to the loss of wildlife species. And no one understands better than a park ranger that problems like these don't just solve themselves.

Americans for National Parks salutes you for your tireless efforts to preserve and protect our national parks. We're working to secure the annual funds our parks so desperately need. To learn how you can help, visit www.americansfornationalparks.org.

 **AMERICANS FOR NATIONAL PARKS**
Because there's just too much to lose.
A public service message of this publication.



Take care of your preregistration for Rendezvous XXVI the easy way this year! Go online at ANPR's website — www.anpr.org — to register and for updated and reliable information about this year's Rendezvous in Plymouth, Massachusetts.

Members recently were sent postcards in the mail and e-mail reminders to register for this annual event. In addition, you can register online for all ANPR-sponsored, pre-Rendezvous training classes.

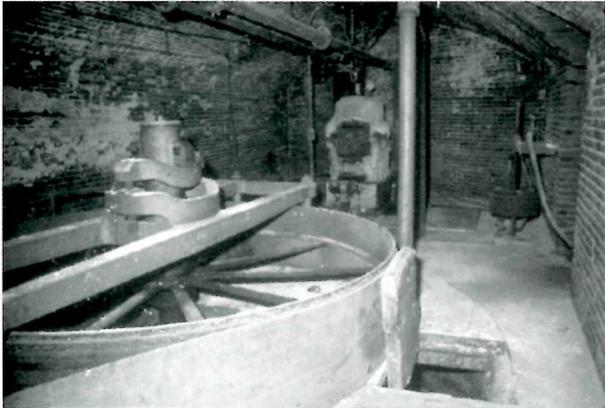
www.anpr.org
Your information source!

Rendezvous logo by Rick and Dave Rizzotto

What *you* can do for stewardship

RANGER RENDEZVOUS XXVI • NOV. 9 – 13, 2003 • PLYMOUTH, MASS.

Join your colleagues on both a professional and personal level for the annual Rendezvous hosted by ANPR. Workshops and inspiring talks — all in a New England setting — are planned.



NEW ENGLAND TOUR: One of several planned field trips will be the Cultural Resources Day to Lowell and Minute Man national historical parks. At left, Lowell commemorates the history of America's Industrial Revolution. Below, Minute Man preserves the scene of the fighting on April 19, 1775, opening the American Revolution. Check the ANPR website for full details about this cultural resources trip and the natural resources trip to Cape Cod National Seashore. Now is the time to sign up before spaces fill.



NPS

ANPR members to gather for 26th annual Rendezvous

The detailed agenda of Rendezvous happenings is posted on the ANPR website: www.anpr.org.

For lodging accommodations at the Radisson Plymouth Harbor Hotel, call the toll-free number: 877-500-0050. ANPR has reserved a block of rooms at \$85 a night. Make your reservations by Oct. 8 to guarantee this price. Give the conference name of **Association of National Park Rangers**.

Travel recommendations also can be

found on ANPR's website, along with all other details about this annual gathering.

See you in New England in November!

Rendezvous contacts

Lisa Eckert, agenda co-chair,
leckert56@hotmail.com

Scot McElveen, agenda co-chair
jmc004@aol.com

Mark Harvey, training courses
mpharvey@inreach.com

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

Wendy Lauritzen, exhibitors
wendy_lauritzen@nps.gov

Dan Greenblatt, super raffle
dan_greenblatt@yahoo.com

Teresa Ford, photo contest
fordedit@aol.com

All in the Family

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

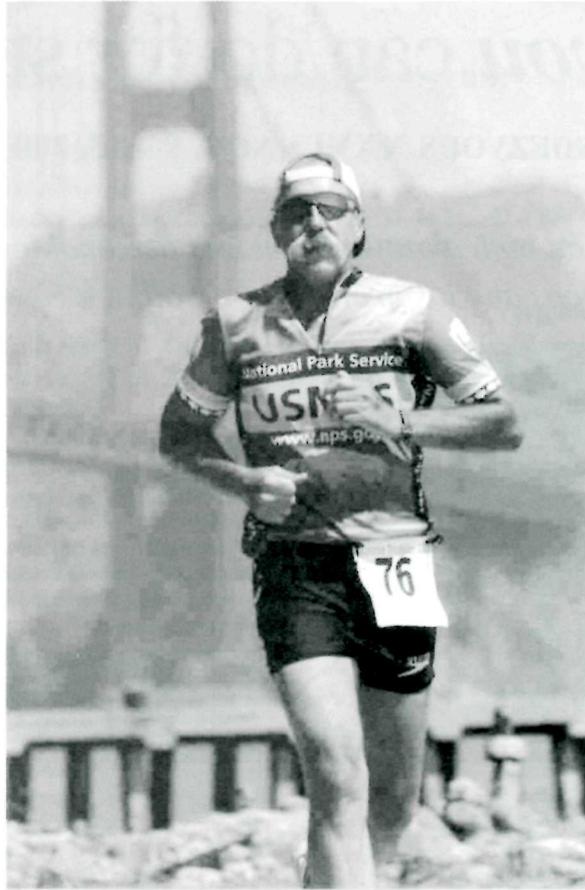
Send via e-mail to fordedit@aol.com or write to **Teresa Ford, Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401**. Changes of address should be sent separately to the ANPR Business Manager, P.O. Box 108, Larned, KS 67550-0108.

Cathy Buckingham (BLRI, GLAC, EVER, INDE, GRSM) has moved "onward and upward," back to the mountains. She left a position at Independence Hall and now is at Great Smokies. Address/phone: 10042 Campground Drive, Townsend, TN 37882; home, (865) 448-0980; work, (865) 448-4109; mtnlover@netzero.net

Mary Kimmitt Laxton (GWMP 72-76, CHOH 76-78, INDU 78-80, STMA 80-83, INDE 83-87) writes that she's been gone from the NPS longer than she was employed there, but she's a life member of ANPR. She became a physician's assistant in 1997 and just accepted a position in Germany. She welcomes all rangers and rangers-of-old to visit beautiful Bamberg in Bavaria. Address: USAHC Bamberg, Unit 27528, Box 19875, APO AE 09139.

Kirsten Talken-Spauling now is chief of interpretation and visitor services at Prince William Forest. Previously she was acting chief of interpretation at Haleakala. Address/phone: 103 Raintree Blvd., Stafford, VA 22556; home, (540) 657-7525; work, (703) 221-7183; k.talken@gmx.net

Jerry R. Yarbrough retired from the NPS last January after 32 years. He is staying in Fort Davis, Texas, for now. He reports that he doesn't miss all the new changes coming out of WASO, but he does miss the people. Address/phone: P.O. Box 1456, Fort Davis, TX 79734; (915) 426-3584; jjyarbrough@overland.net



TRIATHLETE: Jerry Case, chief ranger at Pinnacles, ran the Alcatraz Triathlon in July. The event, which starts with swimming from Alcatraz Island to San Francisco, then turns to bicycling and running. Jerry is sporting the new "National Park Service/USNPS" bike jersey, available for purchase through www.arrowheadstore.com

A reminder: ANPR's business office is located in the accounting firm of VonFeldt, Bauer and VonFeldt. The phone number is (620) 285-2107. Please don't hang up, thinking you have the wrong number, when the phone is answered with the greeting of the accounting firm. Accountant Jim VonFeldt, also the ANPR business manager, is pleased to handle your inquiries and business. He also can be reached at jlw@cpavbv.com or anpr@larned.net.

Welcome to the ANPR family!

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

| | |
|---|----------------------------|
| Michael Barbieri | Gotha, FL |
| Ryan Booth | Concrete, WA |
| Todd Chamberlin | Boulder, CO |
| Phyllis Cremonini | Hot Springs, SD |
| Jefferson National Expansion Memorial | Saint Louis, MO |
| Sharon LaRosa | Herington, KS |
| Amy Lethbridge | Los Angeles, CA |
| Jason & Wendy Lott | Johnson City, TX |
| Frederick Matthies | Atlanta, GA |
| Jeff Mihan | San Francisco, CA |
| Andy Ringgold | Crescent City, CA |
| Christopher Smith | Machias, ME |
| Dave Townley | Danvers, MA |
| Jeffrey Trust | Yosemite National Park, CA |

Looking for a non-monetary award for a key employee?

A gift membership to ANPR includes a subscription to Ranger magazine.

See page 23 or inside back cover for details.

Park Service career professionals take bold stand to support national parks

Editor's note: This letter, signed by 69 former National Park Service employees, including Deny Galvin, Bob Barbee, Rick Smith, Bill Wade, Mike Finley, Loretta Neumann, Bill Everhart, Rick Gale, James Rouse, Butch Farabee, P.J. Ryan, Jim Brady, Reed Jarvis, Roger Kennedy and Laurretta Mintzmyer, was sent in June.

Dear President Bush and Secretary Norton,

We are all former non-political career employees of the National Park Service. As rangers and park managers we devoted our professional lives to maintaining and protecting our national parks for the benefit of all Americans. It is with great regret that we send you this letter. We could no longer stand by and watch as this Administration pursues policies that will cause unprecedented and irreparable damage to America's national parks.

The writer Wallace Stegner called our national parks "the best idea America ever had." This administration's policies could turn "the best idea America ever had" into a grim reality of private corporations making money off of our national treasures. Natural resources and the visitor experience will be sacrificed in the process.

And most seriously, we believe that the cumulative impact of this Administration's policies is illegal. The Congress defined this idea when it declared in Public Law 91-38 "that the National Park System ...has grown to include superlative national, historic, and recreation areas...; that these areas, though distinct in character, are related through the inter-related purposes and resources into one national park system as cumulative expressions of a single national heritage..." The Congress further emphasized the importance of preserving and protecting the resources contained within the units of the national park system in the Redwoods Act of 1978 (P.L. 95-250) when it declared: ". . . authorization of activities shall be construed and the protection, management, administration . . . shall be conducted in light of the high public value and integrity of the National Park System and shall not be exercised in derogation of the values and purposes for which these various areas have been established, except as many have been or shall be directly and specifically provided by Congress." This rule of law is not being followed under this Administration's policies.

The national parks belong to every American and we are dismayed to see that they are being turned over piece by piece, contract by contract, to well-connected special interests whose foremost concern is

maximizing profit and personal gain, not preserving the essence of the places that collectively represent our national heritage.

Specifically, we refer to the following actions:

- **Sacrificing the public interest for private profits.** Turning over important jobs at our parks to the lowest bidding private company will have a negative impact on the resource and lower the quality of the visitor experience – without real cost savings. Sometimes it is important to have well trained, dedicated government staff in place to serve the public. The replacement of private security screeners at airports with the federal Transportation Security Administration is a recent and illustrative example.
- **Allowing oil and gas drilling in and near units of the National Park Service.** It is inappropriate to allow exploration and drilling in or near national parks. Once again, this sacrifices wildlife resources and the public interest for private profits. The decision to drill in Padre Island National Seashore and other actions currently being pursued around the country will negatively impact our parks.
- **Paving large portions of our national parks.** Using an obscure 19th century law to allow paving of thousands of miles of roads in our parks is unacceptable. Grand Canyon National Park alone could see hundreds of miles of newly paved roads, spoiling the hauntingly beautiful landscape. Road building on this scale will change the character of our national parks – into something more like a private theme park.
- **Cutting park professionals "out of the loop" in protecting park air quality.** In places like Great Smoky Mountain, Shenandoah and Grand Canyon parks, protecting the air

quality is as important as maintaining the environment on the ground. Smog and other pollutants destroy plant and animal life and obscure the viewscape for visitors. Park Service managers have always had a say in government policy that affects air quality in parks, but your Clear Skies Initiative cuts the Park Service out. Now, new power plants are being built near parks like Yellowstone, and the Park Service has no say in the matter.

These policies will fundamentally change the character of our national parks. In addition, the Administration is even backing away from the president's campaign promise to eliminate the backlog of unfunded maintenance needs and to increase operational funding.

Please rethink your support of these initiatives. America's national parks are natural treasures and we cannot allow them to be spoiled, polluted, or turned into profit centers.

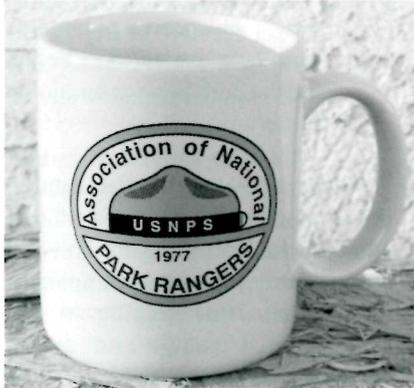
Mr. President, as you put it in a speech, "Our national parks connect Americans with their lands, give us a common landscape and a shared national experience. This Administration is committed to protecting these treasures."

Protecting our parks has always been an ideal shared by Democrat and Republican administrations alike. We are asking you today to live up to that commitment in policy, as well as speeches. We know that many of our former Park Service colleagues agree with our concerns. We intend to circulate the text of this letter and gather more signatures, which we will pass along to you. Thank you for your consideration.

Sincerely,

Signatures of 69 former National Park Service employees

— June 2003



Prices slashed again

Make way for new items soon!

| ITEM | PRICE | QUANTITY | TOTAL |
|---|---------|----------|-------|
| Insulated travel mugs, 25th anniversary logo, stainless steel | \$ 6.00 | | |
| ANPR coffee mug (ceramic) | \$ 4.00 | | |
| T-shirts, Rendezvous XXV, Reno, light gray, XL only | \$ 7.50 | | |
| Mousepads, tan with ANPR logo | \$ 2.50 | | |
| Leather folder, tan with gold ANPR logo in lower right corner | \$12.00 | | |
| Insulated mug, large, black (20 oz.) | \$ 1.50 | | |
| ANPR 25th anniversary pin, silver with relief, 3/4-in. round | \$ 2.00 | | |
| ANPR decal | \$ 1.00 | | |
| Cloisonne pin with ANPR logo | \$ 2.00 | | |
| Can koozie | \$ 2.00 | | |

Promotional sales

The old sales items are slowly dwindling in number as folks place orders to take advantage of slashed prices. Check this latest ad for the new sales prices and place your order now.

As an extra bonus, all orders will receive a free ANPR pewter key ring.

New items including polo shirts, duffel bags, pens and more will be available for purchase at this fall's Rendezvous in Plymouth, Mass.

Thanks, as always, for your support of ANPR!

— Marianne Karraker

Subtotal

Shipping & handling (see chart)

TOTAL (U.S. currency only)

BONUS: all orders are shipped with a free ANPR pewter key ring.

Shipping & Handling (orders sent insured mail)

| | |
|--------------------------|-----------------|
| Orders up to \$25 | \$6.00 |
| \$25.01 to \$50 | \$7.50 |
| \$50.01 to \$75 | \$9.00 |
| \$75.01 to \$100 | \$11.50 |
| Over \$100 | e-mail for cost |
| Orders outside U.S. | e-mail for cost |

Payment by Visa or MasterCard accepted:

Visa _____ or MasterCard _____

Credit Card # _____

Expiration date _____

Name on account _____

Cardholder signature _____

Send order form and check — *payable to ANPR* — to Marianne Karraker, P.O. Box 3351, Page, AZ 86040.

Name _____

Address _____

Phone _____

E-mail _____

Questions? Call the Marianne Karraker at (928) 645-8133 or e-mail her at akarraker@hotmail.com.

MEMBERSHIP APPLICATION — Association of National Park Rangers

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

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

Important Notice

In order for ANPR to be an effective, member-oriented organization, we need to be able to provide 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.

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

| Type of Membership (check one) | Individual | | Joint | |
|--|----------------------------------|--------------------------------|-------------------------------|--------------------------------|
| | One year | Two years | One year | Two years |
| Active (all NPS employees and retirees) | | | | |
| Seasonal | <input type="checkbox"/> \$25 | <input type="checkbox"/> \$45 | <input type="checkbox"/> \$40 | <input type="checkbox"/> \$75 |
| Under \$25,000 annual salary (GS-5 or equivalent) | <input type="checkbox"/> \$35 | <input type="checkbox"/> \$65 | <input type="checkbox"/> \$50 | <input type="checkbox"/> \$95 |
| \$25,000 – \$34,999 (GS-7/9 or equivalent) | <input type="checkbox"/> \$45 | <input type="checkbox"/> \$85 | <input type="checkbox"/> \$60 | <input type="checkbox"/> \$115 |
| \$35,000 – \$64,999 (GS-11/14 or equivalent) | <input type="checkbox"/> \$60 | <input type="checkbox"/> \$115 | <input type="checkbox"/> \$75 | <input type="checkbox"/> \$145 |
| \$65,000 + (GS-15 and above) | <input type="checkbox"/> \$75 | <input type="checkbox"/> \$145 | <input type="checkbox"/> \$90 | <input type="checkbox"/> \$175 |
| Associate Members (other than NPS employees) | | | | |
| Associate | <input type="checkbox"/> \$45 | <input type="checkbox"/> \$85 | <input type="checkbox"/> \$60 | <input type="checkbox"/> \$115 |
| Student | <input type="checkbox"/> \$25 | <input type="checkbox"/> \$45 | <input type="checkbox"/> \$40 | <input type="checkbox"/> \$75 |
| Corporate | <input type="checkbox"/> \$500 | | | |
| Supporting | <input type="checkbox"/> \$1,000 | | | |

Life Members (May be made in three equal payments over three years)
 Active \$750 \$1,000
 Associate \$750 \$1,000

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

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

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

Payment by Visa or MasterCard accepted:

Visa _____ MasterCard _____
 Card # _____
 Expiration date _____
 Name on Account _____
 Signature _____

I want to volunteer for ANPR and can help in this way:
 Fund Raising
 Rendezvous Activities
 Mentoring
 Other (list: _____)

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

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

Name _____

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

New Position (title and area) _____

Old Position (title and area) _____

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

Other information _____

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 check ANPR's website: www.anpr.org
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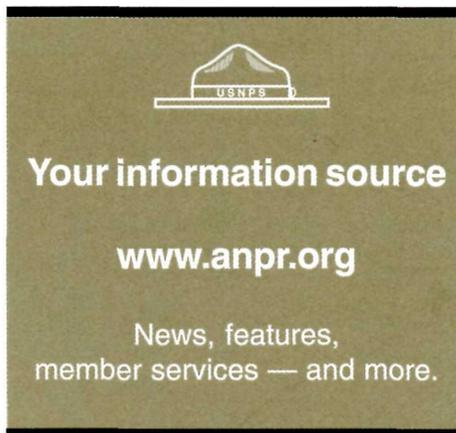
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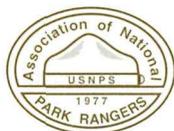
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