Letters

Dear Editor:

While browsing through the Summer (1994) issue of Ranger magazine, I came upon the letter from Tom Richter commending Bill Wade for his response to another letter in the magazine. I, too, have been appalled by the lack of skill of many of the NPS supervisors. Unlike Tom’s disdain for the “para-military” traditions of the Service, I feel there are many things in those traditions to be emulated that would contribute to a better corps of leaders within the Service.

As a latecomer to the ranks of the National Park Service, I have had an opportunity to spend some time in the military, as well as other departments of the government, and in the private sector, much of it as a manager.

During my first season as a ranger I was impressed with the dedication to mission, teamwork and high motivation of those who chose the Service. Many of these persons had the potential to become fine leaders and managers. However, the heavy emphasis placed on “supervision” by the Service shows up as a lack of leadership and management abilities as rangers move up.

Webster’s defines supervise as to oversee or direct (work, workers, etc.). I submit that most anyone can meet those requirements. One could find an individual, give him a can of paint, a brush, show him to a chair and get a reasonably good paint job on it. The Service has an abundance of those “supervisors,” many in positions where they can cause major damage.

The same dictionary defines manage as controlling movement or behavior, to have charge of or direct or to succeed in accomplishing, to carry on a business. I submit that this is more descriptive of the people we want to take the Service into the next century.

Using the above analogy this person would be the one who hired the worker, budgeted for and located a source for the paint and brush, and evaluated the worker’s performance.

One cannot manage unless one has a defined mission, the authority to hire and fire, has a budget, is held responsible and can hold others responsible for performance. When this is all in place the next level of management need only act as an interface between the work group and the next level of management, resolving conflicts and providing an interface between groups.

Managers manage — they are available — not traveling around the country doing things which in most cases non-managers could do better anyway. I know it’s great fun to touch base with old friends a continent away while instructing a four-hour block of “Supervision 101,” but do we, the Service, really need it?

Or, more importantly, can we stand it? Leadership is being out front — setting an example. Do we really want those who work for us to follow our example?

Many of the poor managers of today have come up emulating the poor supervisors they have worked for, and all the training they have attended has only taught them to follow the example of the supervisor above who “oversees workers.”

The only difference is that now they “supervise” a lot of them. This results in micro supervision, which stifles initiative, reduces productivity and results in an attitude of how can I keep my supervisor happy, rather than, how can I do the best job?

Maybe we’re a little too quick to bury the para-military tradition. When I last looked at the military, it was a results-oriented organization that placed a high value on leadership, individual initiative, teamwork and a high sense of mission.

Sounds a lot like what we’d like to be.

George Hoffman
Resource Protection Ranger
Shenandoah National Park

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RANGER: WINTER 1994-95
President's Message

Editor’s note: Outgoing ANPR President Rick Gale delivered this State of the Association address to ANPR members Oct. 16, 1994, at Rendezvous XVIII in Durango, Colo.

It is traditional during the State of the Association of National Park Rangers address for the president to list and discuss the accomplishments and activities of the Association during the past year.

Since most of these have been amply covered in Ranger and through Situation Report, I am going to forgo discussing these.

You also will find that each committee has prepared and posted a written report for your review and later discussion at the Monday business meeting. This would be the place and time for your questions and comments about committee and work group progress.

What I would like to do instead, as my presidency draws to a close, is to take a broader perspective — a look back over the past seven years as to where we were and how far we have come. I also want to use this forum for a sort of “bully pulpit.” I would like to give some perspectives and issue some challenges for the role of ANPR for the future as I see it.

I will also make a few comments in memory of two of our longtime members — one of whom died this year, but I want to put those together in context with the rest of this message.

When I initially agreed to run for the presidency of the Association of National Park Rangers, I ran on a platform that advocated the development of a five-year plan for ANPR. We appointed a group, under the leadership of Karen Wade, to develop directions for the future of ANPR. You may recall this effort. We called it “Toward 1993.”

At Rendezvous XII at Snowbird, we spent a great deal of time hashing and thrashing out where we wanted to head. We established five broad objectives. Do you recall these?

- ANPR should seek administrative review and relief for a few broad employment issues.
- ANPR should serve as a forum for the discussion and analysis of policy related issues regarding park resources, the National Park System and the world community of parks.
- ANPR should provide for membership interaction, social enrichment, membership services and improved internal communications.
- ANPR should identify a few special projects that would enhance the image of the Association.
- ANPR should identify a few special projects that would enhance the image of the Association.

How we accomplished these goals probably can best be explained by the analogy of a tactical truth: “No amount of good planning will ever take the place of pure dumb luck!”

As we moved forward with the accomplishment of our “Toward 1993” objectives and goals, we were at the same time presented with the rare opportunity to have our organizational structure and process looked at from the critical eye of an outsider.

Beginning with the presentation of the concept at Rendezvous XV in Myrtle Beach, continuing with initial interviews and discussions at Rendezvous XVI in Spokane, and culminating with the acceptance of the Kennedy School of Government plan at Rendezvous XVII in Virginia Beach, ANPR now has a strategic framework on which to build the future of this organization.

So, in addition to all the specific accomplishments for the past seven years, we have completed two major steps in our evolution as a professional organization. But before we sprain our collective arms patting ourselves on the back, let us look at some things not done, some things which still need to be accomplished or refocused.

(continued on page 26)
Members Meet in Colorado for Rendezvous XVIII

Plenty of snow greeted the nearly 400 ANPR members who traveled to Tamarron, at the foot of the San Juan Mountains north of Durango, Colo., for Rendezvous XVIII.

But the opening days of the annual gathering were too busy for golf and tennis anyway. Sunny skies returned by midweek for participants to venture to Mesa Verde, Silverton or the Anasazi Heritage Center — or a Durango golf course. The golds and oranges of aspens and cottonwoods lit up the hillsides and valleys for a return to fall splendor.

The Rendezvous, which ran from Oct. 16-20, 1994, was held jointly with the fifth annual conference of the Association of National Park Maintenance Employees. With a theme of "Parks at Crossroads," participants explored a variety of issues in the many workshops.

Mark Herberger of Big Bend set the tone with an inspiring slide show at the conference opening.

"Develop some road maps for our future," he told participants.

The happenings of your Association occupy the pages of this issue of Ranger. You can read summaries of workshops, guest speeches, business meetings and more. Sprinkled throughout are photos from the Rendezvous, and maybe you'll catch a glimpse of a familiar face.

Thanks to Rendezvous organizers, talent night debuted on the schedule. Although you won't read about those people brave enough to sing, recite poetry or just entertain, the event was a huge success.

John Conoboy of the Southwest Regional Office served as master of ceremonies.

Many first-time attendees traveled to Colorado to see what Ranger Rendezvous was all about. What they found were spirited discussions, thought-provoking speakers, and plenty of time to socialize and meet new people.

Judy Chetwin of the Southwest Regional Office drew the Rendezvous logo — a striking Southwest collage.

— Teresa Ford
Rendezvous Speakers Enliven Sessions with Frank Words

Interior Secretary Bruce Babbitt arrived at Rendezvous billed as the "mystery guest," but he left few mysteries about his stand on several issues.

His evening appearance was met with a rowdy ovation from the more than 500 people who packed the Tamarron ballroom to hear him speak.

Babbitt's comments were philosophical, yet candid. He said being interior secretary is a tough job. "If I can just finish four years in office and stay out of prison, they'll remember me as one of the greats," he joked.

He told ANPR and ANPME members that his commitment to them has been manifested by cutting budgets other than the Park Service's.

He called the California Desert bill an "enormous victory" and credited many good friends who maneuvered the legislation, the last item on Congress' agenda.

Babbitt reminded the audience of Aldo Leopold's quote: "Parks should be vignettes of primitive America."

Standing on the North Rim of the Grand Canyon in the fall, Babbitt said, has brought him "... a sense of mystery and a trace of danger, and I can almost sense what it was like."

America's parks are critically important and are benchmarks, he said. "As the rest of the world around us gets compromised and degraded, we need benchmarks."

That's why we must be so passionate about some tough issues, such as air quality, water quality and wildlife habitat, he said.

Babbitt asserted that the magic and chemistry between the parks and people is because of Park Service employees.

When an audience member asked Babbitt what one thing he'd like to be remembered for, he evoked laughter by replying, "Authoring a unanimous decision of the Supreme Court."

On a more serious note, Babbitt said he wants to be remembered for "having moved this nation, and by example, the world, to a larger and more sensitive understanding of how we make peace with our natural surroundings."

"Parks are the window to an expanded consciousness," he said. "Open those doors of perception."

He called the National Biological Survey an "idea whose time has arrived."

"There is no turning back. The best kind of science has to be comprehensive and one step removed from decision makers."

It's time to cease the lamentations over the last legislative sessions and recognize that Congress did pretty well for the Park Service, said NPS Director Roger Kennedy.

Witness these budget facts:

- Congressional approval of the second installment — $13 million — to bring the pay of the 2,400 rangers to a decent level with decent career ladders.
- $11.5 million to provide permanent status to 2,600 employees who for years were "temporaries" without decent health or life insurance.
- $24 million to begin the long process of coping with billions of dollars in accumulated decay of park housing.
- About $9 million to elevate the standards of National Park Service employees.
- Protection of the 7 million-acre California Desert.
- $46 million to begin restoration of the dying Everglades ecosystem program.

Kennedy talked extensively about partnerships. "We can use all the friends we can get, all the friends of the earth and of our American heritage we can find."

Among the objectives of reorganization, Kennedy listed:

- Better protection of the places given in trust to the NPS.
- Reallocation of people to the parks.
- Serve partners of the NPS more efficiently and encourage partnerships at the local level.

If restructuring of the National Park Service is to work, ultimately it is up to NPS employees, Assistant Secretary of Interior George Frampton told Rendezvous participants.

"It's your plan," he said, "not something dreamed up by me or Roger Kennedy or Secretary Babbitt or a bunch of political people."

An agency must reexamine how it does business and adapt to the demands and challenges of the future, Frampton said.

Just as Kennedy did, Frampton also stressed partnerships. From South Florida to the Kenai Fjords to the San Francisco Bay Delta, it is essential for the NPS to work cooperatively with many public agencies and private groups, he said.

Future challenges at parks — in air and water quality, transportation, clearcutting — point out the need to create partnerships, Frampton said.

"We must have procedures to build relationships with others to protect resources." - Teresa Ford

— Teresa Ford
State of the Family: Deb Liggett's View

The view from here is glorious. Life is good.
That’s the way Deb Liggett launched an uplifting talk — on Rendezvous’ last day — that looked insightfully at the National Park Service family.

Liggett, a longtime ANPR member, now superintendent at Devils Tower, stated what many people likely wanted to say — but in her unique style of no-nonsense talk and humor.

Her poignant anecdotes touched a nerve in the audience, left the room still and few eyes dry. It was reminiscent of her emotional talk two years ago in the aftermath of Hurricane Andrew in South Florida.

“I realized as I began to put this talk together that I really don’t know where family ends and the Service begins,” Liggett said.

She chose to “thumb through the family album” and touch upon the good, the bad, triumphs, failures, grief and the role of the family.

As always in a year of change, the constant is change, Liggett said. She acknowledged the births, deaths, retirements and moves. In paying tribute to the late Debra Trout (see page 13) and Carl Sharsmith (see page 31), she asked the audience to stand for a moment of silence.

“Our shared stories weave the fabric of the family and the Service,” Liggett said.

She remembered Christmas Day at Grand Canyon, flooded halls at Everglades, opening a visitor center at Rio Grande Village.

“These stories are overlapping with yours,” Liggett said. “Our stories are intersecting in a hundred thousand ways and with the telling of these stories we create a multi-colored fabric.”

It’s hard to tell where Service and family begins and ends, she said. As Steve Martin once told Jay Liggett, “If it is in the best interest of the government, and if it is in the best interest of the employee, there is a rule somewhere that says we can do it.”

“And this is the dictate that I believe we should live by,” she said.

She urged Rendezvous participants to take more time to celebrate their victories. Before leaving South Florida, Liggett attended Biscayne National Park’s 25th anniversary celebration.

“A few years back, a handful of grass roots activists, the NPS and Congressman Dante Fascell had literally ripped this underwater wonderland from the developers. It was only appropriate that the park staff take time out with our neighbors to say, ‘We did good.’ ”

Liggett also urged the audience to recognize the contributions of co-workers. She recalled roasting and toasting Claude Adside, a 41-year employee at Everglades, in true Park Service style when he retired about a year ago.

However, she contrasted Adside’s recognition with the treatment of recent retirees. “I mourn that many have left without the accolades from us that they have earned,” she said.

Liggett noted the work force is aging and hoped that Ranger Futures and Administration Futures “will bring us youth.”

She asserted that “our mission statement — to conserve the scenery and the natural and historic objects … — and our belief in it, is the biggest problem we have in life.”

“We are a group of overachievers. We think we can change the world and sometimes we can. We identify with our jobs often to the detriment of our personal lives. And we find as managers and supervisors our job frequently becomes one of protecting the givers from themselves.”

Liggett also touched on the staggering divorce rate, spending holidays alone, cross-country marriages and an agency alcohol problem.

The health of the agency depends upon a healthy, functional family,” Liggett said. “We cannot move into the future as a dysfunctional family.”

The Family and Medical Leave Act, Ranger Futures, the director’s new dual career policy, employee assistance, wellness programs and workplace flexibility all are positive steps.

Later, Liggett said she is concerned about an attitude prevalent in the NPS. “The attitude that folks are still waiting for someone to tell them how to do it (cluster-style management) and waiting for permission to do it. This agency impotence is a learned behavior, but there are no rewards. This outlook is as damaging to the family as it is to the agency. The planets are in alignment for organizational change and the revolution must begin with us.”

The NPS family can be the anchor during these times of change, Liggett said, but it also must be flexible. She urged the audience to be supportive of family members in uncertain times.

“And while the public thinks we lead National Geographic lives, there are personal hurricanes in the lives of our employees every day.”

Let your NPS family members know they are important, she said.

“It is our story that we are writing. The trick is to write the story as we would write it, not as others would write it for us. The family belongs to us.”

“Go forth. Do good. Tell the stories.”

— Teresa Ford

Editor’s note: The full text of Deb Liggett’s speech is available from her.
Rendezvous Awards, Events & Acknowledgments

Special Awards
Ann Baugh of the Albright Center won a meritorious service award for her nearly 25 years of outstanding work in all aspects of her job.

Joseph Fowler, chief ranger at Lake Clark National Park and Preserve in Alaska was presented with the Harry Yount Award by Jim Brady of WASO at the banquet on the last evening of Rendezvous. (See story on page 20.)

Frank Buono, assistant superintendent of the new Mohave National Preserve, received the Mather Award from Carol Aten and Bill Chandler of the National Parks and Conservation Association.

Recruiting
The Mid-Atlantic Region won the year's recruiting award with 201 members, an 18 percent increase. Regional rep Barry Sullivan accepted the award for his region. Overall, top ANPR recruiter was Karen Wade with 25 new members; other top recruiters were Scot McElveen, 24; Rick Gale, 13; and Dale Thompson, 11.

Raffles
The regular raffle raised $5,740. The super raffle also was successful with 4,536 tickets sold. (Total receipts won't be known until the payout for prizes has been determined.) Here are winners of the super raffle:
1st — Tom Thomas, a retiree living in Oakton, Va. Choice of trip to Hawaii, or to the International Ranger Federation conference in Zakopane, Poland, or $2,500.
2nd — Joe Lusa, chief of maintenance at Redwoods. A river trip on the Green or Colorado rivers or $1,000.
3rd — Ellen Nichols, $750 gift certificate to L.L. Bean.
4th — Charles Andrews, $500 gift certificate to L.L. Bean.
5th — Rita Niece, $250 gift certificate to L.L. Bean.
6th through 10th — $100 check each to Charlie Clark, Tom Pruitt, Marlene Smith, Susan Nelson and Jim Farrel.

Fun Run and Golf Tournament
Division winners of the annual fun run were Kyle McDowell of Rocky Mountain and Anne Phillips of Grand Canyon. Sean McGuinness of Wrangell-St. Elias finished second in the men's group.

Details about the golf tourney weren't available.

Special Activities
At least three special trips kept Rendezvous participants busy during the free afternoon. More than 100 people traveled to Mesa Verde and toured ancient ruins. A mild, sunny day helped melt the remaining snow still on the ground.

Other Rendezvous attendees traveled to BLM's Anasazi Heritage Center in Dolores, while another group ventured to the mountains and the historic mining town of Silverton.

Thank You

Many people donated their time and energy to stage the successful Rendezvous. Thank you to these people for their efforts:

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<th>Site coordinator</th>
<th>Bill Wade</th>
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<tr>
<td>Program coordinators</td>
<td>Bob Krumenaker, Jeff Karraker, Ken Mabery</td>
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<td>Nancy Wizner (coordinator), Mark Harvey, Patty Goodwin, Rhonda Coston, Jim Capra, Wendell Lauritzen, Reed McClusky, Marlene McClusky, Kathy Clossin, Sarah Craighead, Denise Newberry</td>
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<td>Free afternoon</td>
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<td>Golf</td>
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<td>Lita Ebersole</td>
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<td>Welcome slide show</td>
<td>Mark Herberger</td>
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<td>Fun run</td>
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<td>Logo item sales</td>
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<td>Super raffle</td>
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<tr>
<td>Training</td>
<td>Gary Warshafski, Frank Betts</td>
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<td>Workshop moderators</td>
<td>Marcia Blazak, Sue Conso-Murphy, Joe Sovick, Jeff Ohlfs, Bob Amdor, Fran Gruchy, Phil Young, Steve Whitesell, Ken Mabery, Kirsten Talken, Dawn McGilvrey, Debra Shore Gerard Baker, Jeff Karraker, Kitty Roberts, Brien Culhane</td>
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Cultural Diversity in the NPS Workplace

A panel of NPS employees held an insightful and occasionally spirited discussion on the conflicts, problems and solutions associated with a culturally diverse workforce.

Members of the panel, chaired by Gerard Baker (LIBI), were Althea Roberson (YOSE), Darwin Vallo (ELMA), Sara Blackhorse (COLM), William Yazzie (CACH).

Baker's opening remarks set the tone for the discussion. He expressed his appreciation for the opportunity to hold a forum on this topic, yet he stated, "It is disappointing that there is a need for this type of workshop. I mean, this is the 1990s."

The workshop was positive, with open and candid discussion between panel members and participants.

Panel members individually cited their personal experiences of being minorities in the NPS. They agreed that education was the key to successful integration in the workforce.

Yazzie, who introduced himself in native Navajo, said many of the problems come from "ignorance, which leads to stereotyping."

Two thought-provoking issues were raised, each spurring good participant discussion. The first discussed the idea that much of early American history was recorded, researched and is taught by Anglos at traditional Native American sites in the NPS. Panel members challenged attendees to consider history of the Native Americans, interpreted by Native Americans at these sites.

Similarly, the second issue centered on the question of who should serve as superintendents at these sites. The lively discussion was intended to open dialogue and minds.

The panel agreed that the secret to an effective, culturally diverse workforce is the hiring of qualified minorities, education, and recognition and acceptance of cultural differences. As Baker stated, "We're not all the same, but being different is not bad."

Roberson's energized song, "The Seed of Our Problem," which she later sang at the talent night, summed up the workshop:

"It all starts out as a dream,
To wish that all employees of the NPS are seen,
All stories must be told and shown,
So that all will be exposed and possibly known,
Everyone working together as one team..." — Barry Sullivan, Delaware Water Gap

Quality of Career Life: A Listening Post

This workshop provided a unique opportunity for policy-makers, who are attempting to craft innovative new worklife policy, to listen to thoughts, ideas and concerns from people working at all levels in the NPS.

The workshop was designed so that after a brief introduction of the panel members (Ken Mabery, Christa Stanton, Laurie Coughlan, Judy Chetwin, Rick Jones and Cherry Pane), and an overview of the Quality of Career Life Committee, the session was opened to discussion.

The two sessions differed markedly in the areas of interest people wished to pursue. Summarized are the topics that appeared to be the chief concerns from both sessions. If you wish a complete listing of everything discussed, contact Ken Mabery.

A primary perceived problem is the lack of information flow downward in the organization, especially to isolated areas. This, in turn, reduces employee opportunity and empowerment.

The lack of management attention to the "components of a healthy existence" seems to be another ongoing concern affecting morale. People in both sessions noted that "the Service is still losing good people."

Other worklife issues discussed included dependent care, housing conditions, difficulties of required occupancy, dual-career concerns (a priority in the first session), and seasonal/temporary concerns.

Many participants provided suggestions for improvement. They encouraged improved communications at all levels of the Service, supported establishing wellness programs, suggested outstanding supervisor recognition (possibly by ANPR), encouraged ANPR advocacy for major worklife issues, and advocated establishing worklife coordinator positions that would be filled with employees who were well informed in all facets of these issues.

— Rick Jones
Partnerships

In this age of re-engineering within the National Park Service, a number of parks have learned that re-engineering can equal partnerships. In this session on partnerships, four individuals described techniques used in their parks to accomplish more with less.

Each speaker pointed out types of partnerships in their parks. These included working with city, state and university groups to sponsor joint projects, such as interpretive/education programs and music festivals. By working with these groups, parks are able to share costs, tools and manpower to accomplish more.

In Santa Monica Mountains National Recreation Area, partnerships have been developed with interest and non-profit groups, city councils and private industry. By developing a cooperative agreement with Hollywood, due to numerous Hollywood movies and television shows filmed in the park, the park has gained. It has been able to involve Hollywood businesses, restore historic buildings, buy a new semi-truck and provide funding for other projects.

In Redwoods National Park, a memorandum of understanding between the National Park Service and the state of California provides for co-managing the park. The two agencies work in the same building, share equipment, sponsor joint interpretive programs and festivals, and even share supervisory functions.

In developing partnerships, keep these simple points in mind:

- Write out a memorandum of understanding or a cooperative agreement with your partner.
- Fulfill your side of the agreement.
- Beware that, due to politics, funding and other factors, your partners may be unable to fulfill their side of the agreement.
- Market the partnership projects with good media coverage. This promotes the park activities, the NPS and your partner, whether a private industry, a “Friends” group or another government entity.

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Rick Mossman, Wrangell-St. Elias, and his son, Thomas, share a moment between meetings. Mossman's wife, Julie, also made the trek from Alaska.

Ethics & Integrity

The discussion began by panel members relating personal experiences involving ethical situations they have encountered. These experiences involved dealing with management decisions and protecting the resource. What does an employee do when they are confronted with giving the public an answer that they do not believe is true? What are our moral responsibilities as public officials?

There was a sense in the room that "prostitution" of the resources does occur and employees felt they were not allowed to make the ethical decision. Feedback from the panel encouraged employees to work together as a group (possibly forming an organization) before trying to tackle an issue as an individual. They felt this would avoid the focus on one person and that person bearing the brunt of the repercussions.

We, as an agency, are faced with political pressure that isn't always in the best interest of the National Park Service. It was recognized that public scrutiny is important and that this same scrutiny or groups could also be our allies.

What can we do as an agency? It helps to provide an environment for employees to talk about controversial issues where employees can provide ethical decisions without committing career suicide.

Panelists were Jeff Ohlfs, a park ranger at Joshua Tree; Karl Hess, author, and Dick Piper, Reclamation Employees Organization for Ethics & Integrity.

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Will Small Parks Survive Streamlining?

Roll up your sleeves and get involved, stay involved and fight against any inferiority complexes.

This was the choice given to an enthusiastic and interested group of small park representatives who attended this workshop. Some acknowledged that this may be the last chance in their careers to work toward significant change in the NPS.

The restructuring plan provides small park superintendents with a real opportunity to have a seat at the table on many decisions that directly affect them. There was excitement in the room as folks realized the potential and advantages of this.

Lots of discussion centered around re-engineering. All were encouraged to actively participate in this process and seize an excellent opportunity to question everything we do and improve things that we need to continue doing.

Small parks that are currently under a group park arrangement expressed interest in becoming independent. Others were concerned that they may have little to offer during “brokering” efforts.

The cluster concept envisioned in the restructuring plan differs from what existed 20 or so years ago, in that there are no lead parks and system support offices will be on equal footing with parks in the cluster.

All were encouraged to channel questions and ideas to WASO Futures.

About 40 attended this workshop chaired by Jeff Karraker (CAVO), Kurt Topham (WIHO) and Barbara Goodman (DESO).
ANPR and ANPME members mingle at a continental breakfast one morning for first-time attendees of a Rendezvous.

Surfing the Internet

This workshop presented a fascinating and valuable insight into the development, current status and future of the NPS computer networking and information technologies. Panel members were Dawn McGilvrey (SWRO), Betsy Chittenden (WASO), Bruce Brownrigg (RMRO), Jonathan Lewis (WASO), and Kathy Williams (PNRO).

Betsy Chittenden looked at the current state of affairs by comparing our network to a hypothetical hub-and-spoke system of roads and paths that connected individual homes and villages to each other and to their King’s Castle (WASO). Like roads today, the larger and better roads could carry the most volume (in this case, mostly taxes to be paid to the King ...). A superhighway even provided a gateway to other parts of the world.

Well, our system isn’t really so different, and we even have a superhighway, known as DOINET, which provides a gateway to the Internet and its vast, almost limitless information possibilities. The DOINET originally was a creation of the U.S. Geological Survey, but is now being used departmentwide. It is a “wide area network” and may be the most advanced such network in civilian use today. DOINET can accommodate transmission of data at far greater speeds than are possible using modems and conventional phone lines, and will eventually be able to meet all of our networking needs.

So how much faster do you really need your cc:Mail? Well, that’s not really the point. Higher speed means more information can be transmitted faster. For example, huge GIS files, or even video could travel this way.

Imagine electronic park brochures — available to anyone, anywhere — through the Internet. (Harpers Ferry already has produced one such brochure.)

A discussion of our current e-mail system was led by Jonathan Lewis, and provided an overview of how it works, and how some of its limitations are being overcome.

For example, at Channel Islands a wireless modem transmits messages to relay equipment on the mainland. In the future, satellite technology may make this service possible almost anywhere.

While the workshop provided only an overview of our communications technologies, it also provided a glimpse of the future and where the “information superhighway” might lead us.

— Gary Pollock
George Washington Memorial Parkway

Administrative Skills for Dummies

> True or False? A position description describes all the duties assigned to an employee.

> Is it OK to detour from your travel route while in a government vehicle to do some sightseeing? Visit a relative? Do some personal shopping?

> If a park receives a check from a grateful visitor to cover the expenses of returning a lost article, can the park keep the money? How can it be handled?

These are just three of the many issues covered during the Administrative Skills for Dummies workshop conducted by Mary Martin, WASO Personnel, and Marcia Blaszak, Alaska Regional Office.

Workshop participants were given a folder packed with useful information about filling claims with the Office of Worker’s Compensation Program, the federal budget cycle, financial administration, the NPS Merit Promotion Plan, and overtime policy.

Participants also were able to win fabulous prizes (such as flash cards and toy Power Rangers) by correctly answering questions about personnel, internal controls and the alphabet soup of NPS abbreviations. It’s impossible to retell all the fascinating bits of trivia covered during the two-hour session, so I’ll just answer the previous questions.

> False. A position description needs to cover only the grade-controlling duties, major duties, and recurring duties, not all duties.

> No. A government vehicle can be used only for official government business.

> No. Money received to reimburse expenses must be forwarded to the U.S. Treasury. However, if the visitor is interested in making a donation to the park, the money may be put in the donations account.

— Meg Weesner
Saguaro
Eyes on the Prize: Fortunes/Potholes of Alternative Funding

Successful fund-raising campaigns require time, good planning and more time. That was the message from superintendents Dan Wenk, Mount Rushmore, and Bob Amdor, San Antonio Missions.

The Mount Rushmore fund-raising friends have raised $22 million of their $27 million goal. The San Antonio fundraising efforts have met with similar success. Here are lessons these parks learned about fund-raising efforts:

➤ Know who your friends are. The Mount Rushmore National Memorial Society is well-known in South Dakota so it carried credibility when it began the search for a fund-raising board.

➤ Don’t jump right into a fund-raising campaign. First, establish a fund-raising board with members who have wealth, wisdom and a willingness to work. It doesn’t matter how noble your cause, what matters is who is selling your cause. Second, have a planning study done.

➤ Pay attention to both the strengths and the weaknesses identified in your planning study: where is your support? At Rushmore, one of the identified weaknesses was that this was a campaign for a government facility. The staff and board underestimated the challenge of raising money for a facility supported by federal funding. They learned that they spent too much time on just the positive aspects of the study.

➤ Location can be a negative: major corporations give to those in their spheres of influence. Those spheres tend to be near major cities. Mount Rushmore wasn’t in those spheres.

➤ Invest in advertising. This campaign was given $1 million in seed money — $800,000 was spent in advertising.

➤ Be prepared to be flexible and creative in ways to construct facilities. The government construction process is an irritant to these friends who work hard to raise money, then see it spent inefficiently. Both Mount Rushmore and San Antonio Missions tried ways to adjust the construction system to fit their needs and to make better use of their funds.

Both superintendents said they spent a large portion of their time working with the friends groups, even after the groups were well established. The results of major funding were worth it, but the amount of time taken from staff was substantial.

Deanne Adams
PNRO

Environmental Compliance: What Works? What Doesn’t Work?

What works and what doesn’t work about the NPS compliance process? How will we get the compliance work done under the new organizational structure?

The workshop on Environmental Compliance, led by Jake Hoogland, Washington Office, and Joe Sovick, Southwest Regional Office, sought ideas on how to “re-engineer” our compliance program. These concerns were expressed by about a dozen participants:

➤ Some additional categorical exclusions (cat-ex’s) may be needed. Information should be sought from the field over a few months so the current list can be tested against actual project needs.

➤ Compliance should be started early in the planning process. Many times it is done at the end, when time is critical and compliance is perceived as a hurdle to overcome instead of an essential component of decision-making. Our project funding procedures sometimes creates a barrier to early compliance because all work must be planned and completed within a one-year funding cycle.

➤ The authority to approve cat-ex’s, environmental assessments (EAs) and environmental impact statements (EISs) probably will be delegated to lower levels under the new organization. The role of the field directors, system support offices, park clusters and superintendents will need to be defined.

➤ Additional training for superintendents and employees may be needed if approval authority is delegated to lower levels. We need to maintain and improve our quality control in environmental compliance.

➤ There may be more opportunities to use interdisciplinary teams within clusters to work together during EA preparation. We also need to consider becoming partners with other agencies to use their expertise to assist in preparing EAs.

➤ NPS should consider contracting for EAs more often, particularly because of limitations on staff numbers in the future.

➤ Additional guidance is needed on getting adequate public review of EAs.

➤ Concession operations need more compliance scrutiny, as do the renewal of on-going commercial use licenses and some special use permits.

➤ A library of EAs should be made available electronically, so field personnel have good examples to follow. Draft general management plans that contain EAs must be kept along with the final plans. Environmental analyses and the discussion of alternatives are generally not included in the final documents.

Hoogland concluded the workshop by saying his office has been moved from Planning to Natural Resources. They will be revising NPS-12, the National Environmental Policy Act Guideline, in the near future.

Meg Weesner
Saguaro
Is There a Future for the Past?: Cultural Resources and the Law

Continuing with the NPS Strategic Plan's call to "strengthen protection of park resources," a panel discussion group explored the problems of cultural resources protection.

Phil Young, an investigator in Southwest Region's Resources Protection Unit, hosted Jim Martin, assistant U.S. attorney in New Mexico; Judy Reed, archeologist in Southwest Region; Pat Williams, ex-loot under ARPA; Robert Gallegos, president of the Antique Tribal Art Dealers Association; Leigh Jenkins, director of cultural preservation for the Hopi Nation; Robert Converse, editor of Ohio Archeologist magazine; and Dr. Richard Gramly, organizer of the American Society for Amateur Archaeology.

The New Mexico state historic preservation officer and Gary Fogelman, editor of Indian-Artifact magazine, also were invited, but couldn't attend.

The goals of the workshop were to start working relationships with all (Native American nations; federal and state/local agencies, collectors, traders, art dealers) participants in cultural resources protection; continue national/inter-regional cultural resource protection efforts within NPS; review laws and protection strategies; and discuss the needs of the national intelligence database.

The workshop was framed with the questions: Is there an artifact looting problem? Are illegal artifacts being dealt? How can collectors, dealers and cultural resource managers communicate and cooperate to stop illegal trafficking? What are the laws to protect these resources?

Concerns voiced to Young by the absent advocates of private collectors' rights were presented. Their concerns included: a need for federal dollars to be spent on stopping looting through site protection and stewardship programs, not funding undercover operations targeting dealers; make sure laws are evenly enforced, and a need to make people aware of the laws.

The archeological resource protection video, "Silent Witness," narrated by Robert Redford, was introduced. This video was produced by the SWRO Division of Interpretation and sent to all middle schools in New Mexico, Arizona, southeastern Utah and southwestern Colorado.

Participants discussed the need for strong archeological resource protection education and outreach as a cornerstone strategy that includes overt and covert (undercover) investigations, inter-agency task forces, aggressive federal and state prosecutions, site inventories, intelligence databases, rewards systems, the 1-800-2ARPA86 hot line (which rings into Glen Canyon's dispatch), and the use of civil penalties.

Reed noted there has been one conviction (ARPA) for every 15,000 sites damaged, although the number of ARPA prosecutions are rising.

Martin reinforced the educational process needed to bring about successful ARPA cases to include the education of the assistant U.S. attorney ("take a US Attorneys and on a field trip"). It was mentioned that sentences and fines are not equitable considering the non-renewable resources that are being damaged, and the law for American Archeology is trying to have sentencing guidelines established for ARPA.

Williams pleaded guilty to a felony several years ago and was sentenced to four years of supervised probation, 400 hours of community service, and payment of restitution (which he paid by taking a "buyout" from his former employer). He said the problem of looting is widespread and it is an addictive behavior due to the thrill of discovery.

Williams said the behavior parallels drug problems and that hunting for artifacts became such an obsession he lost his family over it. Williams started collecting with his family when he was very young. He continued collecting for 20 years, mostly on public lands ("because it was easy") until he found another new passion, collecting fossils. He stopped completely because the ARPA Task Force caught him, but he admitted he still wants to be out there collecting.

Gallegos startled the panel by stating the "market is the problem" and that we've (collectors/dealers and preservationists) become polarized, every position trying to take a win/lose stance. Saying that ARPA was set up for failure, with private property being used to launder illegally taken artifacts, he advocated the need to eliminate the profit motives of the market and set up a registration program whereby present artifacts would be registered and all future archeological excavations on private lands would be required to be conducted by certified archologists who would be required, as part of the documentation process, to register the artifacts.

In New Mexico, Gallegos said, the State Museum and ATADA are interested in a mutually beneficial program that would narrow the loopholes of ARPA. Panelists pointed out that most other countries consider all artifacts national patrimony and thus, property of the state.

Whereas some nations simply "take" the artifacts from the landowner, Italy pays the landowner for the commercial value of the artifact. Based on the federal model it should cost about $1 per artifact to catalog/register artifacts, and such a catalog will be invaluable to investigators and collectors in determining legality. It appeared that there was/is a great amount of confusion regarding cultural resource protection laws, even among professional dealers.

Panelists noted that many museums are filled with artifacts from private lands and disclaimer/affidavits of provenance don't protect the buyer from fraud or the purchase of illegally obtained artifacts. Due to farmer/rancher economics the polarization of private property owner and preservationists continues.

Gallegos said the dealer community is ready to participate in team solutions. After all, for the future protection of cultural resources, this is a partnership worth exploring.

— Phil Young

SWRO
ANPR and Resource Management: A Discussion

The topic of resource management and its relationship within the NPS and ANPR created a free-ranging discussion at a Rendezvous workshop.

The group felt ANPR is still perceived by some resource managers, rangers, interpreters and others to be an organization for enforcement rangers and one that is consumed by the 20-year retirement type issues.

Although ANPR has dealt with a variety of issues that affect all employees, it has not done enough to bring its broader mission to the field. Participants felt that critical issues such as baseline inventories, monitoring, and better science-based information were not being adequately addressed.

The issue of resource protection vs. resource stewardship was mentioned often, and several other examples of terminology being used by some members that created misunderstanding by other members led to an interesting discussion.

The group discussed why some issues were heralded by ANPR and others were not. Generally, it was determined that resource stewardship was mentioned of employees to strengthen their role in resource stewardship:

- More sensitivity in using resource "stewardship" versus resource protection in all its documents and statements, reminding us all that "protection" is accomplished through law enforcement, interpretation, research, inventory and monitoring, and mitigation activities.
- Conduct resource-oriented training courses in the pre-Rendezvous offerings, such as the need for and basic procedures of NEPA compliance.
- Do a better job of informing NPS employees of ANPR's support of all employees and their broader issues.

Seasonal Employment: The System, Changes and Questions

Probably the most vital information to come out of the seasonal employment workshop was an open invitation from Kirsten Talken, WASO Seasonal Hiring Unit, for anyone — especially seasonals — to call her anytime with questions. Her number is (202) 208-5074. She also can be reached directly by name on cc:Mail.

In addition to this helpful and generous offer, Talken, along with Mary Martin, also from WASO Personnel, led a discussion on seasonal hiring practices. It ranged from an overview of how the seasonal hiring unit operates to a more controversial discussion of the new regulations on seasonal, temporary and term appointments.

The excepted hiring authority (used to hire seasonal employees) is still a viable hiring method, but has undergone changes. Employees hired under this authority may only work 1,040 regular hours within a service year. Overtime hours don't count against the 1,040 ceiling.

At the time of Rendezvous, it appeared that a service year only applies within one commuting area, allowing people to work in two parks in one year. (For example, an employee may work 1,040 hours in Everglades and another 1,040 in Olympic.) This last point was still not certain, however, so people should check with their personnel offices.

For positions scheduled to work more than 1,040 hours in a year, the standard hiring authorities are available (outstanding scholar, OPM cert, VRA, etc.). Temporary, (one year, not to exceed four years) appointments are now gone.

Obviously, these actions mean big changes in how many parks hire their seasonal employees. In order to help parks and long-term seasonal employees make the transition, for a period of six months after the new regulations were published, temporary employees can be hired into term appointments subject to requirements for work force diversity.

Discussion centered around this conversion process, the diversity requirements and how supervisors might successfully place long-term seasonals into term positions. With many changing messages and interpretations, be sure to contact your personnel office, or drop a cc:Mail note to Talken.

Garbage In/Garbage Out: Stress

Your goal is to enhance your life experience by learning to recognize and diminish cumulative stress.

That was the charge Fran Gruchy gave workshop participants who wanted to learn more about dealing with stress.

In rapid-fire delivery splashed with humor, Gruchy emphasized that the goal of stress management isn't to eliminate stress, but to learn how to manage it to your advantage. She suggested a daily regimen to help cope with stress, including exercise, proper nutrition, relaxing, keeping a positive attitude and humor.

Learn to read your mind and body languages to see if you're under stress, she said. Be alert to changes, and when confronted with a crisis, use friends and family for support.

Among fast tension relievers, she said, are deep breathing and body stretches.

She supplied attendees with a packet of information including diet ideas, stress tests, articles, time management tips — and of course, cartoons for a quick laugh.

Gruchy's upbeat workshop stressed smiling often and celebrating life.
Using the Media To Your Advantage

Know your audience and have a clear sense of what you want to say, freelance writer Debra Shore told participants of this workshop.

In her presentation on using the media to your advantage, she listed four types of stories:
- Those generated by non-controversial news.
- Those generated by an unexpected news event.
- The annual "parks" story by the local newspaper or television story.
- Those that the Park Service may not want to see published or broadcast.

Shore posed four scenarios and asked participants how they would react to certain dilemmas. In one scene a maintenance crew repairing a park bridge dumped rocks and debris into the stream. Biologists soon reported the disappearance of aquatic life for several kilometers downstream.

"Never ignore it or hide it," Shore warned. "Rather than be reactive, it might be best to step up to the plate and say this happened."

She also listed these questions to ask yourself about a potential news story:
- What is the story you want to tell and who is your audience?
- What is your desired outcome? What do you want to have happen after the story is made public?
- Does the story have a strong visual element?
- Can a complex story be distilled to a simpler one so that it captures the public's attention?

Shore agreed that certain park stories — resource depredation, poaching, ecosystem management and the budget — are hard stories to tell. But she encouraged park personnel to get to know their local media and engage them as collaborators in furthering your mission.

"Reporters aren't necessarily adversaries," Shore said. "Their mission and yours can be the same — to educate and inform."

Shore, who is based in Chicago, has been published in many national-circulation magazines. — Teresa Ford

Exhibitors

Twenty-one companies and organizations filled the exhibition hall at the 1994 Rendezvous to display their wares or press their causes. They were:
Rendezvous XVIII was dedicated to the memory of two people — Debra Trout and Stan Robbins — who were principals in ANPR during its formative years and who died of cancer within days of each other late last summer.

Their presence was everywhere — in the photos of Stan and Debbie that were hung on the wall by the registration table, in Rick Gale’s emotional tribute at the opening session, in Deb Liggett’s equally moving “State of the Family” address, in which she also paid homage to the other NPS employees who passed on during the year.

But it was most evident in the moments of reflection and deep sorrow that surfaced regularly during the week. It was just impossible to believe that we would never see them again.

Debbie was the first business manager of ANPR and a tireless worker. She moved on to become executive director of the Conference of National Park Cooperating Associations, and she dedicated much of her life to national parks — and to the people who cared about them.

Debbie was and is synonymous with ANPR that it’s hard to think of one without thinking of the other. She was indispensable in getting this organization on its feet. She also did a pretty good job of keeping some of the rambunctious early board meetings on track.

Her energy, ability and commitment were amplified by her bright spirit, her compassion, her sense of fun, her attentiveness to other people and their problems, and her dogged tenacity in the face of years of illness.

You’ve heard this before, but the person who coined the phrase had Debbie in mind: They just don’t make ‘em like her anymore.

This photo of Stan was the best we could find and in many ways reflects the way we’ll remember him.

He is addressing the membership at the Rendezvous in Acadia in 1984 in his slow, clipped, down East speech. Stan was one of those rare members who actually thought about what he was going to say before speaking, then took his own time in telling you what was on his mind. He was conscientious, methodical, stubborn at times — and a real ranger.

How we will miss you both.

— Bill Halainen
Delaware Water Gap

Harry Yount Awards Go to Joseph Fowler and Jack Davis

The 1994 Harry Yount Award for Excellence in Ranging recently was presented to Joseph Fowler, chief park ranger at Lake Clark National Park and Preserve in Alaska. The Ranger Award will be presented annually to recognize outstanding achievements in the “art and science of ranging.”

Fowler received the award Oct. 20, 1994, during Ranger Rendezvous in Durango, Colo. His 20-year Park Service career has epitomized the proudest traditions of ranger professionalism.

At Lake Clark, Fowler trained park staff in fire fighting and emergency medical service techniques, providing the first organized fire protection and professional medical care to the surrounding Port Alsworth area. He has developed ties with Native Alaskan communities and is a recognized leader in the region. Knowledgeable and proficient in a myriad of protection and resource management skills, he defines the multi-talented ranger that is “the cornerstone of every park.”

NPS also recently awarded a Harry Yount Ranger Lifetime Achievement Award to John H. “Jack” Davis, an NPS retiree. This award is presented periodically to an outstanding current or retired ranger who has made significant lifelong contributions to rangers and the ranger profession.

Davis’ 41-year park ranger career was honored Oct. 9, 1994, at the celebration of Grand Canyon National Park’s 75th Anniversary. He retired in 1993 after serving as a ranger at Cape Cod, Carlsbad Caverns, Grand Teton, Zion, Organ Pipe Cactus, Cedar Breaks and Blue Ridge Parkway; as a superintendent at Golden Gate, Redwoods, Sequoia/Kings Canyon and Grand Canyon; as deputy regional director in the Western Region; and as NPS associate director for operations.

His skillful leadership brought many improvements to the ranger profession, including enhanced annuity retirement and entitlement to law enforcement officer benefits. Among his many career awards were the Department of the Interior’s Meritorious Service Award ac-
ANPR Board Meeting

The ANPR Board of Directors convened its Rendezvous meeting at 8 a.m. Saturday, October 15, 1994. President Rick Gale presided. In attendance were Judy Chetwin, Maureen Finnerty, Jeff Karraker, Darlene Koontz, Ken Mabery, Barb Maynes, Patti McAlpine, Bruce McKeeman, Rick Mossman, Dan Moses, Gary Pollock, Barry Sullivan, Bill Wade, Gary Warshefski (for Sherry Justus) and Meg Weesner. Also present were Debbie Gorman, ANPR business manager; Teresa Ford, Ranger editor; Hal Grovert, Tony Sisto, Deanne Adams, Sue Christensen and Eileen Salinek.

Old Business

- Passed amendment to bylaws to include non-discrimination clause.
- Passed a motion for the transition of the business manager from independent contractor to ANPR employee effective in January.
- The executive budget and finance committee will review all accounts as an internal audit process. The business manager and secretary/treasurer are looking for a CPA to review ANPR’s accounts.
- The final draft of the 1995 work plan was distributed to members and will be discussed during Rendezvous in regional caucuses. The board discussed the number of tasks and the lack of identified task leaders.
- Karraker asked to revisit the membership directory and said it might be a helpful tool for the membership. After discussing cost, use of electronic mail and the privacy issue, the subject was dropped.

Business Manager’s Report

- The board agreed not to send a new Ranger magazine to members who don’t send in change of address unless the business manager is contacted by those members.
- Review of FY ’94 third quarter financial reports indicated nothing significant. Should close in the black.
- FY ’95 budget (a six-month budget) presented to board. The executive subcommittee on budget and finance met during Rendezvous to balance the budget and set spending priorities with board’s input. The ANPR fiscal year is changing to April 1 through March 31 of each year to align revenue and expenses with ANPR’s annual events and fundraisers.
- FY ’96 budget was presented. The board suggested postponing a vote until the mid-year board meeting.

New Business

- Memorial for Deb Trout was discussed. Several recommendations were presented and a subcommittee of Finnerty, Mabery and McKeeman will meet to make specific recommendation at the business meeting.
- A proposed Ranger editorial board was discussed and rejected. Gale recommended the board give Ford full authority over Ranger. Sisto, Deb Liggett and Gale will work on production of new publications. Salinek and Jon Anglin will write criteria for exhibitors and advertisers.
- Adams presented these electronic mail options for ANPR:
  - List ANPR officially on NPS cc:Mail. ANPR would need to buy software. (Concern was raised about possible constraints due to ANPR/NPS connection.)
  - Set up own electronic mail system.
  - Subscribe to an on-line service.
- Karraker will look into affiliation with park rangers at the state level.
- Regional reps will look at re-structuring of ANPR’s regional representation with respect to NPS restructuring.

Meeting adjourned at 2:27 p.m.
ANPR Business Meeting

✓ Business Manager's Report

- Finance — FY '94 estimated to close $868 in black. ANPR can show a measure of effectiveness for FY '94 as seventy percent of expenses dedicated to program service.
- Membership — 251 new members; 41 percent of lapsed members renewed. Total paying/voting members: 1,689. Overall total: 1,796. Thirty-five new life members joined.
- Health Insurance — No change in rates and coverage. No new sign-ups. If anyone has problems with insurance company, let business manager know.
- Special Concerns — Bill Wade
  - Assisted president with projects.
  - Provided congressional testimony in areas other than employee issues, such as the Heritage Areas legislation.
- ANPR is seen as a sounding board for employees of NPS and often invited for comment and advocacy.

✓ Nominations

These nominations were accepted for board positions:

President — Deanne Adams, chief of interpretation, Pacific Northwest Regional Office; Mary (Jeff) Karraker, superintendent, Capulin Volcano.

Treasurer — Patricia McAlpine, Olmsted NHS; Ted Nicholson, Curecanti NRA

Secretary — Tina Cappetta, Colonial NP; Jeannine Cormier, Assateague NS.

Regional Representatives

Alaska Region — Lisa Eckert, Denali NP; Wendy Lauritzen, Northwest Alaska Areas.

Midwest Region — Bruce McKeeman, Voyageurs; Don Wollenhaupt, Effigy Mounds.

North Atlantic Region— Sherry Justus, Edison NHS.

National Capital Region — Dennis Cardy, National Capital Regional Office; Gary Pollock, George Washington Memorial Parkway.

Rocky Mountain Region — Sarah Craighead, Mesa Verde NP; Ellen Foppes, Hovenweep; Frances R. Gruchy, Rocky Mountain NP.

✓ Old Business

- 1995 Action Plan: Comments were received from each regional representative as discussed in caucuses. Agreement on these items: Need to prioritize; NPS reorganization should be top priority; develop a list of volunteer positions; Jan Kirwan, Brian Kerry and Rick Jones volunteered to help with fundraising; provide better communication with membership; housing and seasonal issues still high priorities.

Members passed a motion to adopt the 1995 Action Plan.

- Membership Directory: Deb Liggett asked about the decision on the membership directory. The board decided the cost/benefit ratio didn't warrant a directory, and the business manager makes the membership list available to regional representatives.

✓ New Business

- International Ranger Federation — Gordon Miller updated members on the world conference May 21-27, 1995, in Poland. (See story on page 28.) He expects 150 rangers worldwide to attend. The cost for shared rooms, field trips and meals is $690 a person. IRF is seeking a $20,000 donation from the World Wildlife Fund to provide scholarships for Third World rangers. The group still needs $10,000 for a hotel deposit.

A small group of ANPR members met with the business manager and developed a plan to loan $10,000. Contributions will be made by the National Parks and Conservation Association and R & R Uniforms.

A motion passed to pursue fundraising for the world conference.

- FY '96 budget passed with provision it may be revised at mid-year board meeting sometime before April 1.

- A proposed Debbie Trout Memorial Scholarship Fund is under study. See Mabery if interested in working on ideas.

- Trade show exhibits netted $3,000 from eight exhibitors. Chip Davis is the new exhibit coordinator.

- Next Rendezvous is Nov. 8-12, 1995, in St. Paul, Minn.

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Patti McAlpine
Olmsted
Native American Uses of Park Resources

By Ken Mabery

El Malpais

E ver since Congress passed the Or­
ganic Act in 1916, there has been a debate within the Service about our dual mandate to preserve the resource and to provide for the enjoyment.

In recent years, a new issue has arisen that may not have as broad implications, but nevertheless, has the potential to affect all field disciplines: What rights do Native American neighbors have to use park resources for traditional cultural purposes?

To understand this issue fully, we must go back to the actual wording of that 1916 Act:

"... to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

A strict interpretation of that mission would be that first, last and always we are to preserve and perpetuate natural ecosystem processes. A closer look at the wording to conserve historic objects and provide for the enjoyment, implies a certain amount of compromise, but to err on the side of resource perpetuation.

Where do the First Americans, who occupied this land for perhaps thousands of years before national parks were invented, come in?

Congress has amended the NPS basic mission over the years, but has never specified the Service’s relationship to neighboring tribes (except in Alaska in relation to subsistence use). The United States government’s policy toward tribes is that of sovereign nations. What does that mean to parks that have traditional use sites? Should we, in effect, be negotiating treaties? Does the NPS have the legal right to address tribes as sovereign to sovereign?

Enter in the June 30, 1983, revisions to Title 36 CFR. Although this edition allowed for consumptive uses such as fishing and gathering of fruits, nuts, berries and unoccupied sea shells, on line, closed the door to Native American ceremonial and cultural uses.

36 CFR 2.1(d) “This section shall not be construed as authorizing the taking, use or possession of fish, wildlife or plants for ceremonial or religious purposes, except where specifically authorized by . . . law, treaty . . . or [other sections of 36 CFR].”

Tied to the land for generations, local tribes enjoy no more or less consideration than Ma and Pa Kent from Smallville, USA, whose feelings for the land may only be what the Interpreter imparted on the last guided hike, and a desire to taste exotic pinon nuts. In fact, a Native American may be able to collect those same pinon nuts for personal consumption under the park’s compendium, but not for ceremonial uses.

For years, as an agency, we have maintained historic landscapes (with and without specific legislative mandates) unimpaired for the enjoyment of future generations. These range from relatively light manipulations of the natural environment at Fort Clatsup and Scotts Bluff (where historic events only slightly altered natural systems), to heavy interventions to preserve specific historic settings at many battlefield sites. Historic landscape manipulations also range from heavy intervention to restore historic natural conditions at Homestead, to an equally heavy hand to insure that natural conditions do not take over at San Juan Island.

In the mid-1980s, another “landscape” concept came along. With increasing Native American cultural and political awareness, the cultural landscape idea emerged. Generally speaking, this management concept does not require as much intervention as historic landscapes. Often, it is a recognition that past and present cultural activities contribute to the landscape setting of the park.

This is not entirely new to the Service. We have been preserving and enhancing a cultural landscape at Pipestone since it was established, under legislative mandate. Legislation for El Malpais requires the Park Service to provide for continuance of traditional cultural activities. The General Management Plan (GMP) defines cultural landscapes for the four local tribes that includes traditional religious and cultural uses and access.

What is new, is the concept that cultural activities can be a part of the natural scene.

So, what is our legislative and moral obligation to preserve and perpetuate traditional cultural and religious uses throughout the Parks? Although Congress has never amended the Organic Act to specify this relationship, it has repeatedly spoken through other laws.

The American Indian Religious Freedom Act (AIRFA) provides for the free exercise of traditional religious beliefs and activities. The Native American Graves Protection and Repatriation Act (NAGPRA) requires restoration of disturbed religious and burial sites.

In the 103rd Congress, Senate Bill 2269, would have effectively amended AIRFA. It elaborated on Congress’ desire to allow Native Americans broad freedoms in the exercises of traditional religious activities. While this bill didn’t pass the 103rd Congress, word on the street is that it, or something very like it, will be introduced in the 104th Congress. If so, the language clearly states that intent of Congress is:

“... to protect and preserve the inherent right of any Native American to believe, express, exercise and practice his or her traditional culture and religion, including, but not limited to, access to any Native American sacred site, use and possession of sacred objects, and the freedom to worship through ceremonial and traditional rites.”

The bill further states that provisions of this act apply to “... any department, agency, or instrumentality of the United States Government.”

That would help clarify what our position should be in cooperating with Native American Tribes. What about specific language allowing for collection and...
use of resources? The bill goes on:

"The traditional use and gathering, harvesting, or maintaining of natural substances or natural products for cultural purposes ... are an integral and vital part of, and are inextricably intertwined with, many Native American traditional cultures."

If this bill isn't reintroduced, or doesn't pass, what moral or political obligation do we have? What is the "right" thing to do? Many parks have already established consultation committees with local tribal officials. It is a start.

Unfortunately, those attending are usually from the political leadership, not the religious leadership. These consultation meetings do help to gain increased appreciation for tribal views, traditional needs and practices. The concept of cultural landscape comes into better focus.

In early September, a meeting held in Flagstaff, Ariz., involved representatives from 26 tribal entities across the southwestern cultural area. The Park Service wanted to understand better the nature and extent of traditional resource uses in the Four Corners' area parks.

Through this and similar meetings, we are getting a better feeling for tribal resource use needs. We are also discovering how resources are used, the importance of locale, and most importantly, what the real ecological impacts might be — at least in the southwestern cultural area.

In scoping this article, 20 parks from the Pacific Northwest to the Southeast were contacted.

Are park resources being affected? Certainly. Plants, plant parts, animal parts and minerals are important components of traditional activities in all cultural areas.

Are the impacts adverse? A much tougher question! None of the 20 parks contacted could document any adverse impact, although two parks voiced concern that they simply did not know.

When pressed, no one had any indication or reasonable suspicion that adverse impacts were occurring due to traditional Native American uses.

Indeed, in consultations, tribal members place a very high importance on preserving and perpetuating harvestable resources. Often, human impacts outside of the parks have eliminated important plants, so the only remaining hope for continuance of the traditions lies in the viability of populations inside the park.

Tribal elders generally know and understand the ecology of these isolated populations much better than park employees. In other cases, the power of the plant or animal part depends on its collection location. Although viable populations exist outside the park, they simply will not work.

This is not unlike the Christian sacrament: wine and crackers can be purchased anywhere; given a ceremonial setting and blessing, they have special significance, if not power.

The next question that comes up is what are the potential impacts to listed species? In every cultural area, some traditions assert that even reveling that a particular plant, plant or animal part is used, will cause the loss of its power. Will we ever know if there is an impact to a threatened, endangered, endemic or relic species where secrecy must be maintained?

Again, look at it from the Native American practitioner's perspective. If (s)he contributes to the demise of that population, his/her power, be it religious or healing, is gone. Forever. This leads to loss of stature, position and standing in the tribe, clan, society or family. This is not taken lightly.

Since much of the gathering and use is shrouded in secrecy and tradition, invasion with government regulations, would be an abridgment of religious freedoms and contrary to the intent of Congress. Most, if not all tribes are willing and anxious to regulate this process themselves, through religious leaders.

Several months ago, a practitioner from a tribe near one southwestern park engaged in a questionable religious activ-

Ken Mabery is chief ranger at El Malpais in New Mexico.
Thinking About Foreign Assignments?
Consider This . . .

By Ron Cooksy
Delaware Water Gap

Although we lay claim to the first formally designated national park in Yellowstone (some Californians would claim Yosemite as the first), it is important to bear in mind that areas had been protected in other parts of the world as preserves and "pleasuring grounds" for hundreds, if not thousands of years.

It is important, also, to understand that not only did Canada establish a management organization for managing its national parks prior to the establishment of the National Park Service, several countries in South and Central America and Africa did as well.

Why is it important to understand these bits of information?

For those of us who participate in overseas assignments or act as hosts for foreign conservation officials, it places the establishment of our System and Service in a context of time not usually well known or appreciated by most Service personnel. It tells us that others have had the vision and commitment and attitude toward protection of their natural and cultural heritage as long as, if not longer than, we have.

Through circumstances of wealth and a government structure that permits visions and commitments to be realized, we have, in most cases, been able to carry ours farther ahead and farther afield than any other organization in the world. Because of our wealth, some believe we have been able to do it better than any other nation in the world. Many other nations believe this as well, and that is why they seek our expertise.

Technical Advice Sought

In fact, we receive an average of one request every working day from countries seeking our technical advice and assistance. However, we need to keep the circumstances of our success in mind. Without the government structure and wealth, we might very well be in the position of other nations seeking assistance. We need to understand and be a bit humble about our accomplishments.

It is easy to look at our System and our Service and be rightfully proud. But, in overseas assignments, pride needs to be tempered. It needs to be expressed in muted yet positive ways; it needs to be expressed in intelligent and thoughtful actions, statements and responses.

We need to have a sincere belief in the concept of sharing — knowledge, experiences, expertise. We can learn from other countries. We need to ask rather than tell. We need to learn before we can teach.

The people we work with in foreign protected-area systems and services are as equally dedicated and full of pride as we are. If they were not, they would be in a different business.

Situations and circumstances in their systems frequently are intolerable. Funding often is not available — some rangers and office staff in Panama have not been paid in months, yet they show up every day as if the parks depended on them — and they do. You've read articles in Ranger that describe poor living conditions for Costa Rican rangers.

We have produced guidelines and developed processes for nearly all aspects of our functions and operations. Some of the procedures reflect national policies and regulations; others are designed to respond to unique requirements of the Service. Some may have relevance to situations in other countries, but they must be laid on with a velvet glove.

We are challenged by how best to adapt our procedures to another nation's requirements; we also are challenged to admit when they cannot be adapted or applied and go on to other solutions that are relevant.

What other nations seek from us is better ways of doing more with less in their own systems. They are looking for our ingenuity, creativity and means of achieving success. They are looking for partnerships, guidance and hope. They are not looking to copy us.

"Our Way" Not Appropriate

Too often (once may be too often), "this is the way we do it in our System" is our response to solving a vexing question. Many times the way we do things is not applicable or appropriate in another country's system. Those of us who have become so wrapped up in the belief that more money, people and gadgetry than we will ever need always will be available will have a difficult time adapting to a system where professionals may need to supply their own pencils.

Consider, for example, the U.S. rangers who went to Costa Rica to assist that country's rangers in responding to the devastating 1991 earthquake. The initial request was for emergency response personnel who could assist the indigenous people who lived in or near Costa Rica's protected areas.

When the U.S. rangers arrived in country, they found there was no way to reach these people. There were no helicopters, no large trucks, most of the roads were washed out, and bridges were down. The United States' model for disaster management simply will not fit in most develop-
oping countries. Those of us who have outstanding technical skills, as well as basic skills and creativity, and the ability, desire and motivation to translate those skills into real-life (theirs) situations will be welcomed with open arms. (In fact, be prepared to be embraced — literally).

We have had more than a few examples of the “ugly American” representing the NPS on foreign assignments over the years. But, we also have had many times over that number of successes.

**Training Program Debuts**

A recent pilot training program, specifically designed for NPS personnel and sister agencies with close ties to Mexico, conducted by the Mexico Affairs Office and New Mexico State University in Las Cruces, is the first attempt to present a structured look at the government and people of a nation with which we hope to be working closely for many years.

This program was designed to promote understanding and instill sensitivity in those members of the NPS who will be working with Mexico in the future. It should serve as a prototype for orientation and sensitivity training for all Service personnel interested in participating with foreign counterparts, either in their country or ours.

Training programs such as this one can do much to help us help others in a more positive, sensitive way. However, only we, as individuals and representatives of the National Park Service and the United States, can demonstrate the judgment, tact, grace and pride it takes to truly help our friends and neighbors.

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**Ron Cooksy is a community planner at Delaware Water Gap. Previously he worked for the Office of International Affairs in Denver. This article was written with a minor assist from Rick Smith.**

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**For Shirts:**

Polo — Circle color and size: Forest Green - Wine - Navy (no S) — S M L XL

Turtlenecks — Circle color and size: Teal - Banana - Navy — M L XL

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Help Needed with 20th Anniversary Commemorative Book for ANPR

The Association of National Park Rangers currently is working on a commemorative book. It is expected to be available on or shortly before Ranger Rendezvous XX in Corpus Christi, Texas, in Fall 1996.

The Association is requesting your help in finding a title for the book and in supplying stories, photographs or illustrations appropriate for such a collector's edition.

The book will highlight the ANPR from 1977 through 1996. It will contain a brief summary of how ANPR came into being, what happened in the Association each year, key items such as officers, Rendezvous sites, keynote speakers and more.

The 25 to 30 pages of text will be complemented by many photographs and illustrations. Photos may be from any Rendezvous, as well as general photos showing the broad range of people and professions represented by ANPR. Action photos of NPS employees of any discipline at work are especially requested.

Please help decide on a title for the book. The winning title and submitter will be announced at Rendezvous XIX in St. Paul in November 1995. The submitter will win a genuine ANPR mug and Rendezvous XIX T-shirt. Title ideas must be received by Sept. 1, 1995 (see address below).

The project will be coordinated primarily by Butch Farabee (PAIS), Dave Lattimore (YOSE) and Mike Ebersole (GRCA). However, others will assist as work progresses.

Stories, anecdotes or other ideas for text should be mailed to: Butch Farabee, 3425 Laguna Shores Road, Corpus Christi, TX 78418; work phone, (512) 937-2621, or home phone, (512) 937-4964.

Photographs (black and white or color, prints or slides), sketches, cartoons or other illustrations/graphics should be mailed to: Dave Lattimore, Hodgdon Meadow Ranger Station, Yosemite National Park, Groveland CA 95321; work phone, (209) 372-0350, or home phone, (209) 379-2737.

Book title ideas, design suggestions, general comments, other information (such as topics you want to see covered) or inquiries should be mailed to: Mike Ebersole, P.O. Box 292, Grand Canyon, AZ 86023-0292; work phone, (602) 638-7876, or home, (602) 638-2597.

PLEASE NOTE: All submissions will become the property of ANPR. Photographs and other materials not used in production of the book will be kept on file for future publications or use in Ranger magazine.

Please make sure your name, address and telephone number(s) appear legibly on all submissions. If you must have submissions returned, we promise to do our best. In those instances, enclose a self-addressed stamped envelope.

We will keep you apprised in future issues of Ranger and at Rendezvous XIX about the project.
Do Seasonal Jobs Still Exist?

Over the past few months many seasonal positions have been converted to permanent or term positions. But seasonal positions do still exist. There are some new rules, though.

Seasonal positions now are limited to 1,040 hours (six months). Hiring officials will have to follow the "Rule of Threes" (considering only three applicants at a time) instead of being able to hire anyone within a five-point score range. Rules for rehires have changed, too.

For 1995 summer seasonal positions, application procedures will be the same as in the past few years:

- Use form 10-139 (1993 revision) to apply.
- Make sure your application is postmarked by Jan. 15.
- Call parks you are interested in before sending your application. Find out how many and what types of seasonal positions they expect to hire from the summer register. (The number and types of positions that parks hire may have changed drastically since last year.) Although personnel offices may know the answers to these questions, the specific division you are interested in working for (interpretation, visitor protection, etc.) may be able to provide you with more information. Keep in mind that most parks are only now getting their FY '95 budgets, and they may not know yet how many seasonal positions they will be able to fund.
- Choose up to two parks to apply to. (See the note about rehire below.)
- If you are willing to work elsewhere, fill in the bubble in section K (availability), question g. This will allow your name to be included on ad hoc registers. Parks can request ad hoc registers if they exhaust their original registers.
- Send your application form to:
  Seasonal Employment Unit
  P.O. Box 37127
  Washington, D.C., 20013-7127.
- Contact parks you worked at previously to see if you are eligible for rehire. The rules for rehire eligibility are changing, so don't assume anything. If your former park confirms your eligibility for rehire, be sure to ask the personnel office about rehire applications procedures and headquarters. And ask whether your application for rehire can be in addition to the two parks you apply to through the Seasonal Employment Unit or whether it must count as one of your two choices.

As in the past, some parks may not receive enough qualified applicants to fill certain positions (especially law enforcement positions). These parks may advertise such positions through local vacancy announcements. They may ask for a 10-139 form or an SF-171. Contact park hiring officials or personnel offices in March or April to see if they will be advertising for these types of seasonal positions.

As part of Ranger Careers, some seasonal positions have been converted to other series and will be filled through local vacancy announcements. For example, many fee collection positions are now cash clerks and are filled through (continued on page 32)

Seasonal Insurance

The Association has arranged an insurance program, which for the first time makes health insurance available at reasonable rates to seasonal (and permanent) employees who are ANPR members. Included are:

- A major medical plan that provides comprehensive health care benefits for you and your family, with up to $4 million maximum lifetime benefits per insured person, a choice of deductibles, affordable group rates and comprehensive benefits in and out of the hospital.
- A short-term, self-writing policy developed specifically for temporary employees. A managed health care system to ensure you and your family receive the best care possible while controlling the medical costs, featuring a $2 million lifetime benefit, freedom to select doctors and hospitals of your choice, and a choice of deductibles.
- Group term life insurance, an inexpensive way to establish financial security for your family with maximum life insurance protection up to $3 million for members and spouses, optional dependent coverage, and non-smoker discounts.

For more information about these programs, write to Seabury & Smith Associates, 1255 23rd St., N.W., Washington, DC 20037, or call 1-800-424-9883.

All plans are not available in all states. Please contact Seabury and Smith or the ANPR business manager for details.

Let us help.

NPF awards grants to support the National Parks.

In 1993, $2 million in grants were awarded for:

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

Grants are awarded three times a year. Deadlines are Feb. 15, June 15 and Oct. 15.

For guidelines and grant applications, contact National Park Foundation
1101 17th St., NW, Suite 1102
Washington, D.C. 20036
(202) 785-4500

National Park Foundation
Emergency Services

Emergency management is going through some of the same changes of reorganization — staff reductions and new directions occurring at a faster and faster rate. I participated in a conference this fall that exemplifies this changing world in emergency management. Here is my report from that meeting and if it generates any thoughts or questions please give me a call or drop me a note at Katmai.

Wilderness Risk Manager Conference, Sept. 8-10, 1994, Conway, Wash. — This conference was managed by the Wilderness Risk Managers' Committee. The committee is made up of representatives from American Alpine Club, American Mountain Guides Association, Association for Experiential Education, Nantahala Outdoor Center, NASAR, NPS, NOLS, Outdoor Bound, Wilderness Medical Society, Outdoor Recreation Coalition, and Wilderness Education Association.

The intent of the conference was to discuss current issues in management of risks in wilderness to provide better understanding and coordination in the outdoor education arena. There were two tracks (field and management), and topics ranged from how accidents happen, how risk is managed, supervising climbing, ethics in wilderness risk, to staff screening and student screening.

I presented sessions on critical incident stress debriefing, crisis management and emergency systems for programs. Other topics included insurance and wilderness risk management, cold weather injuries and rescue, whitewater safety and rescue, and legal concerns in risk management.

The conference was attended by more than 200 wilderness educators and guide practitioners, and included many lively discussions on risk and rescue in wilderness areas and how far to go. This conference was on the cutting edge of issues of guided trips in the wilderness and liability, insurance and rescue. I have a copy of the proceedings for those who want more information.

— Bill Pierce
Katmai

Interpretation

This issue’s column highlights the Rendezvous special interest meeting on interpretation at which Connie Rudd, Rocky Mountain Region’s chief interpreter, and Russ Smith, Mid-Atlantic Region’s chief interpreter, led a discussion on recent interpretive developments.

Much of the discussion focused on the role of interpretation within the processes of restructuring and re-engineering. With most of the major decisions on restructuring already made, work is now being done to reorganize the interpretive function within the new overall organizational structure. An interpretive advisory group for the new Intermountain Field Area met in early October and developed a proposal for reorganizing interpretation there. Copies of the proposal are available from Connie Rudd at RMRO.

This proposal — and much of the thinking expressed at this meeting — is based on the idea that interpretation is a process, not a division. Rather than concentrating on the tasks to be accomplished within our division, Russ and Connie advocate that we focus on the process of interpretation, looking for the most effective way to meet our goals, involving all of our “customers” — the visitor, the park resource, the surrounding community and our coworkers in the park. This change in thinking will be critical to our ability to accomplish work as the NPS evolves.

This way of thinking is also evident in a newly written draft comprehensive interpretive planning system, which integrates planning for non-personal and personal services. It’s a new approach to interpretive planning that emphasizes the overall interpretive process and highlights the park’s role in planning.

Other interpretive developments this past year include a number of actions identified last year in the Interpretive (R)evolution: The Vail Agenda in Action. Here is a sampling of them:

- Five living history workshops were held and a living history policy is being written.
- Parks as Classroom strategy paper has been drafted.
- The InTouch Bulletin board was established.
- Work has begun on the Interpretive Core Curriculum with recommendations to be released soon.

- A workshop on multicultural issues in interpretation was held in September, with recommendations forthcoming.
- A meeting was held to discuss the Interpretive Media Inventory, and the database is being updated.
- The Compelling Stories concept is being developed and will be released soon.

In addition, a national junior ranger program has been planned and will begin in the spring.

Field accomplishments that were discussed included:

- Larry Frederick, chief of interpretation at CANY, requested and received a $500 grant from CANY’s cooperating association to support the Rocky Mountain Region’s interpretive skills team. Larry has now issued a challenge to other cooperating associations in the region to add their share, with proceeds to fund a scholarship fund for participants whose parks cannot carry the benefiting account.
- All parks have received the Customer Service Standards for visitor center operations. Many parks have reprinted the standards on their own more visually pleasing paper, rather than posting the yellow and black versions received in the mail.

— Barb Maynes
Olympic

Protection

Ranger Careers — Phase one of Ranger Careers is nearly implemented and Phase two is right around the corner. Thanks to all who assisted in the process. Don’t get complacent, however. There is still a great deal of work to do in the field of law enforcement in the National Park Service.

Weapons — Most parks are finished with their transition training from the revolver to the semiautomatic handgun. Thanks to Paul Henry and his staff at FLETC in helping with the changeover. As of this writing, the semiautomatic rifles have arrived at FLETC and are being distributed to interested parks.

Special thanks — My thanks to Ann Meroney for her hard work and dedication to the NPS rangers regarding 6(c). She attended the recent Rendezvous and discussed individual retirement packages
with interested rangers.

DARE — Drug Abuse Resistance Education is alive and well with the National Park Service. I attended a course in Seattle and found it valuable training and a great way to spend time with community children. As a DARE officer, I have seen the great relationship between the community and the NPS. Anyone interested in learning more about DARE may contact me at (509) 633-1253.

— Steve Clark
Coulee Dam

Resource Management

In recent years, it has seemed as though natural resource management in the NPS has seen lots of rhetorical support but not much else.

The establishment of the NBS took away the momentum we had slowly and painstakingly gathered to strengthen our programs, and then restructuring plans appeared ready to sap us further. So when I read Assistant Secretary George Frampton's September memo to the director approving restructuring only if we strengthened natural resources, I eagerly volunteered to be part of the ad hoc group he was forming to make it happen. This appeared to be the best — and possibly only — opportunity we would have for a long while to make major changes in the culture of the agency. To (in Frampton's words at Rendezvous) make natural resources "flourish."

The ad hoc group convened in Washington the week after Rendezvous with high expectations. There were 16 of us, plus four WASO "assistants" who became integral participants. Denny Fenn, acting associate director for natural resources, chaired the panel. We came from parks, regions, WASO and the NBS. We were resource managers, scientists, park managers, planners, and policy people. Director Kennedy and Assistant Secretary Frampton gave us our charge Monday morning:

> Amend the restructuring plan as needed to make natural resource management "flourish."
> Build bridges between the NPS and NBS to make the relationship work.
> Define natural resource management in the post-NBS world.
> Update the 1992 Servicewide natural resources strategic plan.

Frampton made it clear he wanted specifics that could be implemented immediately, not a long and bureaucratic report. His enthusiasm and willingness to upset the status quo were infectious, though I think we were nonplussed by the enormity of the changes we were being asked to recommend and the sheer improbability of this opportunity.

Long hours, invigorating debate and occasional frustration marked the week; we had only until Friday to generate the body of our proposals. Often we wondered whether we were on the mark and we frequently wrestled with both concept and terminology in order to reflect the new realities of a changed NPS.

We wanted to be on the leading edge rather than be seen as protecting our favorite turf from the changes going on around us. Midday Friday, we presented our still-rough recommendations to Frampton in the secretary's conference room in Main Interior. He asked hard questions and seemed genuinely pleased with our deliberations.

I write this after we have departed Washington but before our products have been edited by the team and released for review, so I can't list the specifics here. The report should be available by the time you read this.

I can say, however, that we:

> Articulated "guiding principles" for an enhanced natural resource management program. These can be used as tools to measure our commitment and progress toward the goal of making natural resource management "flourish."
> Developed an outline of a "core program" of natural resource management services critical at different levels of the organization. It will take more people than in the current restructuring plan to support the core program needs of a cluster, but we did not mandate a particular organizational structure.
> Enhanced the visibility of natural resources at the field director level.
> Clarified the role of the chief scientists in the new organization.
> Recommended re-engineering a number of natural resource management "processes."
> Reiterated that resource management remains the responsibility of the NPS, and research is a component of resource management.

> Stressed that natural resource managers must be "at the table" when decisions are being made, and that resource stewardship must be a consideration in all significant decisions.

The next few months will be critical.

Will the ad hoc group's recommendations be implemented? It's clearly time for major changes in the NPS, and the assistant secretary is eager to lead the way. Let's hope he's successful. If he is, we will be, too.  

— Bob Krumenaker
Shenandoah

ROAD MAP
for my heirs

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

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

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

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

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

Make check payable to ANPR, Send to: Frank Betts 4560 Larkbunting Drive, #7A Fort Collins, CO 80526
ANPR Reports

Vice President, Communications

The Rendezvous at Tamarron offered a good opportunity to meet and discuss ideas for the future of communications in ANPR. I have asked Roberta D’Amico (EVER) to be my deputy and assist with the internal communications of the organization. Pat Tolle has been lured back to the fold to assist us with public relations. We will begin devising criteria and a communications plan in the near future. Several members have volunteered to assist us.

In between workshops, an informative and constructive meeting on finances and funding was held. We will seek grant opportunities to assist us in accomplishing some of our educational and training goals. All of these efforts and the communications process will require strong participation by all members. Offer your skills or if you want to learn and help, please let me know.

To all of those who worked so hard to make the Rendezvous the success it was, I offer my heartfelt thanks.

— Jeff Karraker
Capulin Volcano

Business Manager

The IRS requires ANPR to furnish you with information concerning deductibility of payments made to the Association. Remember, this material can’t be used as a defense in an audit. It is provided only to assist you in accomplishing some of our educational and training goals. All of these efforts and the communications process will require strong participation by all members. Offer your skills or if you want to learn and help, please let me know.

To all of those who worked so hard to make the Rendezvous the success it was, I offer my heartfelt thanks.

— Jeff Karraker
Capulin Volcano

Rendezvous expenses may or may not be deductible, depending on the extent of “ordinary and necessary business” related to the convention. There can be no significant recreation associated with your trip. The IRS warns that it is important and necessary to contact a local IRS agent to determine if there are viable deductions associated with the convention, and this generally needs to be determined on a case-by-case basis.

All of the above payments are reported on Schedule A and most are subject to the 2 percent of income limitation.

— Debbie Gorman
Saratoga

Western Region

Western Region was well represented at Ranger Rendezvous, and about 30 members participated in the region’s caucuses. The group supported ANPR’s annual work plan for 1995 and suggested focusing on recruitment and retention of members, and fund-raising. There should be more emphasis on local activities, particularly where there are many ANPR members. ANPR’s advocacy role and its success in employee and benefit issues can be used to attract members. There should be more effort on administrative careers, which can also be used to enhance membership in that field.

Western Region members think ANPR should track the NPS reorganization and consider ways that ANPR can be involved in the restructuring. The ANPR board has appointed a task group to study the structure of ANPR and make recommendations about how it might respond to the NPS restructuring.

The caucus supported an expanded ANPR publications program and cited past successes such as the SF 171 and Permanent Job booklets. Both are now out-of-print, but similar publications can be used as fund-raisers. ANPR could publish more lengthy books on ranger-related topics if fund-raisers to cover publication costs is successful.

Western Region members did not support the publication of a membership list. There were concerns about privacy, cost and timeliness of the information (rangers move often). Access to member information is always available through regional reps and may be available through electronic media in the future.

Anyone interested in being a park representative or working on a committee should contact me.

— Meg Weesner
Saguaro

Pacific Northwest Region

Pacific Northwest Region welcomes the following people as park reps: Randy Brooks, MORA; Bruce Edmonston, CRM; Kathy Jope, PNRO; Marianne Mills, CRLA, and Jim Morris, JODA. I am still in the process of contacting people throughout the region, so by the time you read this, there will be additional names on the park rep list. Please let me know if you don’t know who your park rep is and I’ll fill you in.

Park reps will receive and distribute copies of the monthly ANPR SitRep, so please make sure to contact your park rep if you haven’t seen it. And be sure to share the SitRep with non-members as well. It highlights all Association actions and accomplishments and is an excellent communication and recruiting tool.

In addition to the SitRep, I will be sending quarterly newsletters to each PNR member.

— Barb Maynes
Olympic

Alaska Region

More than 31 members from Alaska — the most ever from Alaska — attended the Rendezvous. As a region we are looking forward to being involved in the re-engineering of the NPS and a number of members have volunteered to work on committees serving this purpose.

A new representative will be elected this year. Nominees are Wendy Lauritzen from Northwest Areas and Lisa Eckert from Denali.

A regional ANPR meeting/social will be held this winter, most likely in conjunction with the law enforcement refresher in February.

— Rick Mossman
Wrangell-St. Elias

Dual Careers

It was wonderful seeing so many old friends at Rendezvous! Support and interest in dual careers and other workplace issues is growing, as evidenced by the
large turnout in both sessions of the "Quality of Career Life: A Listening Post" workshop in Durango. For a more complete overview of that workshop, see the workshops section in this issue of Ranger.

We also distributed more than 30 copies of the new Dual Career Policy and more than 30 copies of our list of Dual Career Contacts.

Our Dual Career Contact list has grown to more than 35 couples. If you need a copy or want to add your name, contact Rick Jones. Copies of the new Dual Career Policy also are available, and everyone needs to use this policy so it becomes well-known throughout the System.

We also have some interesting handouts regarding dependent care, job sharing, and alternative work schedules in the context of government service. If you want copies, let me know.

Finally, in this time of expanding career opportunities and choices and with the advent of new dependent care responsibilities for many of us (lots of kids at Rendezvous!), is it time to expand the scope of the Dual Career Committee to encompass the whole spectrum of worklife issues? How about a Dual Careers-Worklife Committee? Please let us know what you think!

— Rick Jones

**Investment Committee**

The investment committee formalized the work accomplished to date by developing an investment objectives statement. This was presented to the board and posted for the general membership at Rendezvous.

Briefly, the objectives of the committee are to invest the life membership monies to support the costs associated with the life memberships and other projects determined by the board and bylaws. The monies are invested for the long term, in a diversified manner, for a moderately aggressive rate of return.

The committee met at Rendezvous and agreed to "stay the course" with the current investment plan. There was a brief discussion on possible alternative funds for the committee to consider, but overall the committee is satisfied with the types and diversity of current investments. As always, please feel free to forward any comments to the committee.

— Jay Liggett

**Retirement Committee**

**Good News, Bad News for Retirement:**

The good news is that most Americans will enjoy a longer retirement than ever before. Today, at birth, life expectancy is age 75. At age 62 it's age 85, at 75 it's 88, at age 88 it's 92. Because the average age of retirement today is 62, new retirees should plan on at least 23 years of freedom from the 8 to 5 grind. How wonderful! Just think about what you can do for all those years. Travel, hobbies and more.

Now the bad news. Funding 23 years of retirement will be very expensive. If we assume you retire today and require $40,000 per year to live on in today's dollars — inflation averages 4 percent — the total bill for your retirement will be $1,464,450!

Let's look at some interesting facts:

Two-thirds of the seniors in the world who have ever lived are alive today; two out of three are women; average age is 72; Woodrow Wilson was president when they were born; they have lived through two world wars, two "police actions," seen the stock market crash, the Great Depression, the Cold War and two oil shocks.

There was only one senior for every 25 people when they were born, now it's one of five; average senior income — low $20,000s, with $6,700 from Social Security; every day 6,000 Americans celebrate their 65th birthday, 3,000 their 75th.

The senior population is growing at twice the rate of the rest of the population; more than 40 percent are older than 75 years; 45,000 are over 100 years old — Willard Scott would take 180 years to live, if he were born; they have lived through the stock market crash, the Great Depression, the Cold War and two oil shocks.

By the year 2000, one in five Americans will be older than 65; in 1935 there was one Social Security beneficiary for every 37 workers; in 1950 it was one to 17; 1990, one to 3.5, and the year 2020 it will be one retiree to 1.78 workers.

Social Security tax would have to increase to 42 percent to compensate; families headed by individuals aged 45 to 55 have median financial assets — not including their homes — of only $2,300; savings rate has declined from 9 percent in the '70s to under 4 percent today.

Most seniors think 65 percent of retirement income will come from Social Security and 20 percent from pension plans, leaving at least a 57-percent shortfall at retirement. The higher the income the larger the shortfall.

The biggest bull market in history was from 1982 to 1987. The annualized S & P 500 return was 26.3 percent during those years.

Would you have invested during that period if you had known that the prime interest rate would reach 20 percent; home mortgage rates would rise to 18 percent; bankruptcies & bank failures would reach an all-time high; the stock market would fall over 500 points — in one day; the price of oil would reach nearly $40 per barrel; the president would be shot; the U.S. would be involved in a war in the Middle East; rioting would return to the streets of L.A.?

Probably not, but look at the opportunity you would have missed. The best thing to remember is that you can't anticipate what the market is going to do. Get in and stay in!

Mutual funds that buy stocks (the "C" Fund in the Thrift Savings Plan) are most suitable for long-term investing. Based on the historical averages of the S & P 500 Index, the chances of losing over any 10-year period is only 1 percent; over 20 years the chances are 0 percent.

The 66-year average rate of return for the S & P 500 for the years 1926 to 1992 was 10.3 percent; long-term government bonds averaged 4.8 percent; U.S. Treasury Bills were 3.7 percent. The average rate of inflation during that period was 3.1 percent.

I'll climb on my soapbox again and recommend that both FERS and CSRS employees should be fully invested in the Thrift Savings Plan in the "C" Fund. Those employees who do, particularly the ones who have 25 years or more, will be very happy when rocking chair time comes.

— Frank Betts
President's Message

(continued from page 1)

Students of organizational culture will tell you that healthy organizations go through four stages of development. These are commonly referred to as "form, storm, norm, perform." ANPR has clearly been through all four stages.

But by remaining, as we are now, in the "perform" phase, we have also developed some complacency. We have been coating much of this past year. In some ways we do not have the "pedal to the metal" attitude right now. Members seem content to watch and not participate.

Let me cite but one minor example. ANPR continues to have difficulty in attracting individuals to work on projects, to serve on committees, to run for positions on the board of directors.

Our sister organization, the Association of National Park Maintenance Employees, recently sent out its ballot for positions for their 1995 Board of Directors. There was only one instance wherein a vacant position attracted only two candidates. One office attracted six candidates, and the average number of candidates for ANPME vacancies was four! How long ago did this occur on an ANPR ballot?

In my judgment, it is time for the Association of National Park Rangers to move into another "storm" phase of organizational renewal.

How will we do that — and who will do it? Two tough questions. Let me give you a couple of thoughts.

I think the way to do this is twofold. First and foremost, we must "flesh out" our strategic plan. Much as the Re-structuring Plan is really the strategic framework for the NPS organization, so is the approved Kennedy School Plan for ANPR. We need to take the necessary steps to develop and decide on long-term implementation actions and prioritize those.

Let me explain what I mean. If you look through the ANPR Strategic Plan, there are a number of short-term, mid-term and long-term objectives. Clearly, we should not use a shotgun approach to this, trying to accomplish everything simultaneously. ANPR has neither the financial or human resources necessary to accomplish this.

Nor should ANPR merely go through the list in a random fashion as a means of accomplishing tasks. What is needed is agreement on the relative merits and priorities for accomplishment, assignment of individuals to work toward getting it done, establishment of benchmarks so everyone can review the progress, and establishment of timeframes for accomplishment.

Secondly, while we are "storming" once again with our internal organization structure and process, let us not lose sight of the need to continue with those external advocacy items which are needed in 1995 and beyond.

My personal opinion is that we have five categories of issues which need our time and attention this coming year. My priorities would be:

► restructuring, re-engineering and reorganizing the National Park Service.
► leadership and leadership development in the National Park Service.
► resources protection — natural, cultural, paleontological.
► National Park System integrity.
► broad employee issues.

I want, a little later in this address, to amplify on these priorities.

So who is going to do the work? As many of you recall, a persistent theme of mine has been: "Who is going to do the work of the Association?"

My answer — all of us — in one way or another.

It is time for a generational change to provide leadership, direction and guidance and to accomplish work in the Association of National Park Rangers. It is time for the "30- or 40-somethings" to grab hold, step up and assume leadership roles.

It is also time for more diversity in ANPR — not only in the traditional meaning of cultural diversity, but in the kinds and types of professional functions represented in the ANPR leadership. It is time for the current leadership to become elder statespersons and institutional memories.

Last year I indicated five crucial areas which needed attention during 1994 if we were to move forward to implement ANPR’s strategic plan. None of these have been accomplished to the degree I believe was necessary, so let me challenge you once again with the same five crucial internal areas which, in my judgment, still need attention in 1995.

► Finances: We absolutely have to get off the dime and get the Association’s financial house in order. We cannot carry the functions of ANPR totally on the backs of the membership. We must establish a fund-raising strategy and aggressively implement it.

► Communications: We must establish some type of telecommunications/electronic mail system which would allow rapid and detailed communication up, down and throughout the Association.

► Organization: We took the first steps by splitting the secretary and the treasurer positions. We need to decide on an internal organizational structure and ensure that crucial positions are filled. We need to consider the establishment of a president-elect and to figure out how we can establish and fund an executive director position.

► Media Relations: We need to develop a media contact network. We are not getting the attention we deserve on some subjects and we are missing the boat on our ability to tell and sell our message. We have some of the best and the brightest media and information folks in the NPS as members of ANPR. Let us use their collective talents.

► Mentoring: We simply must establish some formal mechanism to develop the future leaders of ANPR. If we are to meet our diversity goals, we need to start this yesterday!

This is, I believe, an appropriate time for another topic. Shift your mental gears with me for a moment, if you will.

We have been talking about organizational culture and cultural change, about membership involvement, about the need for the Association to look ahead and move forward.

Two people who in many ways are the personification of all that for ANPR died within two weeks of each other this past summer.

Both were active participants in the formative years of ANPR and both brought verve, elan and a dedication to the organization. Both worked diligently — one as one of the early regional representatives and Rendezvous coordinator, the other as treasurer and then our first business manager. Both displayed the kind of activism that helped get ANPR where it is today. Both, were they here
today, would still be in the forefront of change and future development of the Association of National Park Rangers. I am sure they are doing so in spirit.

With your permission, I would like to dedicate Rendezvous XVIII to the memories of Debbie Trout and Stan Robbins.

Earlier, I said I wanted to briefly discuss some of the exceptions to what was accomplished as a part of "Toward 1993." I also want to amplify on the five priority issues. These can be done together.

Once again, the five ANPR external priorities as I see them are:
- restructuring
- leadership
- resources protection
- system integrity
- employee issues

The National Park Service is going through a difficult time. Employees are being asked to look at new ways of doing work, of re-engineering work, of prioritizing work. They are being asked to look at new and different organizational structures, ones which depend more on peer accountability than on hierarchical accountability; ones which manage by exception rather than manage by direction.

There is not a person in this room who has not seen or felt some tension or turmoil about these changes. But that is all the more reason to be an activist in the process.

Organizationally, I think we can serve a role as the conscience for change within the National Park Service. We can watch — and comment about — whether central offices really are downsized. We can watch — and comment about — whether work is really re-engineered or is merely lip service. We can watch — and comment about — whether FTEs are really transferred to the field.

There are many who say the NPS bench is thin for future leaders. In my judgment, it is not so much that the bench is thin, it is more that the bench is not broad enough.

The NPS has wonderfully talented people — in all functions and in all locations. We need to help the Service break out of its traditional way of looking at future managers and consider a much broader candidate pool.

The current reorganizational efforts provide the NPS with a wonderful opportunity for diversity in leadership. We need to help by providing our new leaders with "aunts and uncles" who can throw the friendly arm around the shoulder from time to time.

ANPR cannot permit the National Park Service to squander this golden opportunity to diversify its current and potential leadership into one which reflects the makeup of our citizenry and to provide opportunities for people in all NPS functions to have the same ability to succeed in leadership roles.

There are still major resources protection and system integrity issues facing all of us. ANPR needs to be proactive in continuing to press for resolution of these issues — and to create new alliances to accomplish this resolution.

We have made great strides on employee issues. Ranger Futures and enhanced annuity retirement are virtually in place. We need to turn our attention to helping other disciplines create their own career futures and we need to continue to work on seasonal concerns and benefits. We also need to continue to focus on employee housing issues.

I think the way to focus on these advocacy issues is in the spirit of the way ANPR's third president, Mike Finley, once described the relationship of the Association of National Park Rangers and the National Park Service. Mike said we should be "friends."

Mike defined being a friend as being willing to provide help when help was needed. As having open and honest communication — telling someone something they may not want to hear but need to hear. It means mutual trust and respect. It means support in good times and bad.

I think those words still describe our relationship with the NPS and become even more important in these interesting and challenging times.

It has been an interesting seven years serving as your president. It has been mostly fun — but with a few frustrations along the way. I commend the job to you to consider taking the ride yourself.

I had the opportunity these past seven years, and in one way or another, to work with a bunch of very dedicated individuals. I could have accomplished nothing without the help and support of that vast army of people who did most of the work and, most importantly, kept me from straying too far afield. I thank you all for both your support and your efforts.

I leave you with one final thought. We will be nominating a new slate of officers and regional representatives at this Rendezvous. We have just discussed that ANPR — as well as the National Park Service — is at a crossroads.

We need good leadership at all levels of our organization. Each one of you needs to give careful thought to the criteria necessary for leadership and to those individuals who possess the criteria.

I would counsel you to strongly consider those candidates whose reputations convey credibility, whose actions convey professionalism and whose demeanor in the discharge of their duties would not jeopardize or alienate this organization from the Service, the Department or the Congress.

Thank you.
International Ranger Federation World Congress Set for May in Poland

A highlight of Rendezvous XVIII was the appearance of Gordon Miller, chair of the ANPR-sponsored International Ranger Federation, who flew in from England to provide an update on IRF activities and the upcoming world congress in Zakopane.

Membership in the federation continues to grow. The recent addition of Romania and France has brought the number of member associations to about 20. Ranger associations from Australia, Latvia, Slovakia and other nations also are poised to join. IRF’s first world congress will be held at the Hotel Kasprovy in Zakopane, Poland, from Sunday, May 21, 1995, to Saturday, May 27, 1995.

The agenda features guest speakers, including a presentation by Dr. Richard Leakey; full-day sessions on resource management, human management and balancing conflicts between the two; a raft trip in Pieniny National Park; and a banquet and dance.

Despite concerted fund-raising efforts by English and Scottish ranger associations, they haven’t found contributors to provide money for two key areas—a deposit required by the hotel to hold the rooms and a central fund to underwrite travel and meeting costs for rangers from poorer nations who otherwise won’t be able to attend. A parallel ANPR fund-raising effort was begun after last year’s Rendezvous, but also foundered.

Although the Kasprovy asked for a $20,000 reimbursable deposit, Miller was able to talk them down to half that amount. Bill Halainen, ANPR’s representative to IRF, approached the board and asked if the Association might be able to provide such funds. This was brought up for consideration at the general meeting during Rendezvous.

Member questions focused on the reason for the late request and concerns over the possibility of loss of funds if the meeting should fail to occur. Halainen said this problem had been known and discussed at length within IRF, but it wasn’t generally known within ANPR because of a failure to communicate it to members.

Miller said early indications are that a minimum of 120 rangers will attend (many Rendezvous attendees requested application forms and/or indicated they were making arrangements to go), and that the first use of registration funds would be to reimburse ANPR for the deposit.

Halainen was also able to announce that two longtime friends of ANPR—R&R Uniforms and the National Parks and Conservation Association—had agreed to contribute a total of $4,500 to the world congress. The money will first be used as part of the deposit, then employed to fund travel for rangers from poorer nations. Also, Eldon and Karen Garrison Reyer donated to ANPR $300 in sales from Lon Garrison's “Making of A Ranger,” previously approved for purchase. This allows ANPR to redirect that amount to this effort.

That left a total of $5,200 for ANPR to find from existing funds. A total of $4,000 from unbudgeted receipts was raised through the super and regular raffle proceeds. The promotional items committee added $1,200 of excess revenue from merchandise sales. The board and membership present agreed to loan the IRF $10,000 based on the guaranteed return of the unallocated revenue. Miller expressed his deep appreciation to ANPR for its strong support.

The debate over funding didn’t represent a lack of support of IRF or the congress, which were endorsed by the entire membership. The discussion arose from legitimate concerns about ensuring that the Association’s budget remains balanced. An anonymous member felt so passionately about the congress that the person wrote a check for $10,000 and was prepared to give it to Miller before he left if no other option proved workable.

Tony Sisto has agreed to take the lead on ANPR’s fund-raising efforts, and has been working hard to find additional sponsors. If you know of any person or organization that you think might be worthy of contacting, get in touch with Sisto as soon as possible. His phone number is (503) 228-2077 on weekdays, and (206) 285-8342 on weekends, or on cc:Mail by name.

During the Rendezvous, Miller and several ANPR members discussed IRF and the Zakopane congress in separate sessions with Director Kennedy, DOI Chief (continued on page 32).
Rendezvous XIX — St. Paul, Minn., in November 1995

The next Ranger Rendezvous is scheduled for Nov. 8-12 in downtown St. Paul, Minn. The Radisson Hotel, a restored historic building located on the Mississippi River, has distinctive rooms and more meeting and exhibitor space than at Tamarron. The rooms are $54 a night for singles or doubles.

Joanne Kyrol of the Upper Mississippi Park will assist with site coordination. ANPR again will meet jointly with the Association of National Park Maintenance Employees, and possibly with the Employee and Alumni Association.

The Radisson is located in the central business district of St. Paul. This downtown area is the center of the five-mile skyway system, the world's longest publicly owned skyway system. The covered skyways link the core area's hotels with restaurants, shopping and many downtown businesses.

Other areas in the downtown are Lowertown, the oldest neighborhood, which is full of beautifully restored historic buildings, and the Cultural Corridor, containing more than 25 arts organizations, cultural facilities, and visual and performing arts groups.

The Minneapolis/St. Paul International Airport, just eight miles from downtown St. Paul, is served by nine commercial airlines. Car rentals are available at the airport. Several local bus companies service the city.

The metropolitan area boasts many attractions. The Minnesota Children's Museum, the Mall of America, the Minnesota Zoo, the Minnesota Vietnam Memorial, and the Minnesota Valley National Wildlife Refuge are popular sites for visitors. Historic sites also abound in St. Paul.


— Sarah Craighead
Mesa Verde

ecological analyses are both technical and compelling (and much better than Chase's), but the heart of the book is his probe of the policy questions and the attempts of the park research staff to influence management.

He paints a disturbing picture of well-intentioned park staff who succumb to inertia and expediency, and squander resources on showcase solutions that do little to address the most important problems. The integrity of park resources and park staff are threatened and ultimately come up short.

What happened at Rocky, whether or not one agrees with the author's analysis, is valuable fodder in the current debate over the appropriate role of research (and researchers) in the parks.

Hess would prefer that park staff fall on their swords rather than compromise, and he concludes the book with a call for a non-governmental conservation trust to take over the park to free its managers from political pressures.

These, like the responses of the park people which Hess finds lacking, are easy but unrealistic answers. Hess leaves the reader frustrated and challenged and looking for resolution, which perhaps can not be found in a book.

— Bob Kruhenaker
Shenandoah
All in the Family

All submissions must be typed or printed and should include the author's return address and/or phone number. Use the form on the inside back cover. Entries need not be limited to career moves; any notable event/personal update is acceptable.

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

Audrey Aschraft (BIBE 92-94, DENA 94) now is a GS-5 interpretive park ranger at Panther Junction, Big Bend. Previously she was a GS-4 fee collector at Denali. Address: Box 155, Big Bend NP, TX 79834.

Heather Boothe (ACAD 93-94) now is a campground ranger at Acadia. Her previous position was in interpretation with SCA at Acadia. Permanent address: 2435 Divisadero, San Francisco, CA 94115.

Gary Bremen (MACA 86-90, BISC 89-91, INDU 91, ROWI 91-94) has left his park ranger position at Roger Williams National Memorial and is now a park ranger in Shark Valley at Everglades. He reports he's happy to be back home in south Florida and away from those cold New England winters. Address/phone: 15320 SW 106 Terrace, #1109, Miami, FL 33196; (305) 385-1984.

Dennis Burnett (LAME 78-80, GRSM 80-82, SEKI 82-85, JEFF 85-87, CACO 87-92, DEWA 92-94) now is the regulations program manager in the Ranger Activities Division, Washington Office. He had been the Pennsylvania district ranger at Delaware Water Gap. His spouse, Ginny Rousseau (LAME 78-80, GRSM 80-82, SEKI 82-85, JEFF 85-87, CACO 87-92, GRSM 80-82, SEKI 82-85, JEFF 85-87, MWRO 87-88, ALBR 88-90, NARO 90-94), has left her position as chief of ranger activities for North Atlantic Region to become central district leader at Shenandoah.

Linda Canzanelli (BOST 77-80, JELA 80-85, GATE 85-89, WORI 89-94) is the new assistant superintendent at Cape Cod National Seashore. She previously was superintendent at Women's Rights National Historical Park.

John J. Donahue (MASI 80, CACO 80-83, JOMU 83-86, MRR 86-89, WASO 89-94) now is superintendent at George Washington Birthplace and Thomas Stone NHS. Previously he was an environmental protection specialist at WASO. Work phone: (804) 224-1732.

Keith Drews (THRO 81, FOUS 81, GRSA 85-86, ZION 87-89, CHOH 89-90, FOLA 90-94) has moved from Fort Laramie, where he was a park ranger, to Harry S. Truman, where he is a park ranger. Address/phone: 601 W. Truman Road, Independence, MO 64050; (816) 836-3906.

Mark E. Drotos (MANA 92-93, WHL 94) is a GS-7 park ranger at LBJ National Historic Park since leaving his post of clerk/typist, White House liaison in the National Capital Region. He is a second generation ranger (Ed Drotos is his father). Address: Lyndon B. Johnson NHP, P.O. Box 329, Johnson City, TX 78636.

Maureen Finnerty, a past president of ANPR, has left her superintendent's post at Olympic to serve as associate director of management and operations at the Washington Office.

Peter Fitzmaurice (ZION 76-77, YOSE 78-80, CRLA 81-82, LAVO 82-88, KEFJ 88-94) and Shannon Skibeness (DEWA 88-90, ARO 90, KEFJ 91, Chugach National Forest 92-94) were married Aug. 20, 1994, at the Raven Glacier Lodge in Girdwood, Alaska. They reside in Seward. Address/phone: P.O. Box 3052, Seward, AK 99664; (907) 224-3037 (home), and (907) 224-3374 (Peter's work).

Nancy Howell-Streeter (WASO 74, CAHA 75-80, SHEN 81, FIIS 82-90, GREE 91-94) has left Greenbelt Park, where she was supervisor park ranger and GS-9 chief ranger. She now is a GS 401-11/12 course leader in the Office of Training and Education for the U.S. Fish and Wildlife Service. Office phone: (304) 725-8461, ext. 273.

Chris Johnson (OZAR 81-87, BISC 87-90, BICA 90-94) is the Manitou Islands district ranger at Sleeping Bear Dunes. Previously he was a GS-11 North District ranger/Rocky Mountain DIVA officer at Bighorn Canyon. He and Barb like being closer to family, having better schools for their two sons, and living and working at a great park in a beautiful area of Michigan. Address/phone: 1686 Walter Drive, Gravn, MI 49637; (616) 276-5041.

Marianne Karraker (Alaska Public Lands Information Center, Fairbanks 90-91, GRCA 93-94) has gained permanent status as an interpretation park guide at Grand Canyon. Her previous NPS positions were seasonal. She and her husband, Jim Traub, a Grand Canyon river ranger, are expecting their first child in mid-March 1995. It will be Jeff Karraker's first grandchild. Address: P.O. Box 164, Grand Canyon, AZ 86023.

Bob Krumenaker (WASO 83, BITH 83-85, ISRO 85-91, SWRO 91-94) is the new leader at the Center for Resources, Shenandoah National Park. He recently left the position of regional chief of resource management at the Southwest Regional Office. The regional office experience was far more rewarding than he ever expected, he writes, but this seemed to be a clever time to get back into the field. He and Susan are looking forward to taking their Santa Fe profits and plowing them into a nice house with some land and a view. Visitors welcome! Work address/phone: Route 4, Box 348, Luray VA 22835; (703) 999-3491.

David K. Morris (HAVO 65-70, DSC 70-78, WASO 78-79, KATM 79-87, CANY 88-91, CRLA 91-94) is the new superintendent at Olympic. Formerly he was the superintendent at Crater Lake. Address/phone: c/o Olympic NP, 600 E. Park Ave., Port Angeles, WA 98362; (206) 452-4501.

Will Morris (GRCA 79-82, DENA 82-88, WORT 89-90, CLBA 90-91, NRCO 91-94) now is chief of interpretation and visitor services at Mesa Verde. Previously he was chief of interpretation, recreation and visitor services at National Capital Region. Jane Anderson remains on permanent intermittent status to look for a position nearby in the Rocky Mountain Region. Their young son, Zachariah, is preparing his application for the NPS, Will writes. Address/phone: P.O. Box 13, Mesa Verde NP, CO 81330; (303) 529-4475.
**Rick Nichols** (CUVA 83-84, GRCA 84-86, ROMO 86-93, SEKI 93-94) has left his GS-11 position as Kings River district ranger at Sequoia and Kings Canyon and is now a GS-11 management assistant at Rocky Mountain National Park. Address: 31993 Moraine Route, Estes Park, CO 80517.

**Carol A. Pollio** (GATE/SAHO 77-80, 82, 87-88, CAHA 80, NARO 83-85, SAMA 85-87, NERI 89-94) is the new GS-11 supervisory resource management specialist at Prince William Forest Park. Previously she was a GS-9 natural resource specialist at New River Gorge National River. Address/phone: P.O. Box 209, Triangle, VA 22172; (703) 221-2176.

**Yvette Ruan** (BISC 82-85, GRCA 85-88, WRO 88-93, PNRO 93-94) is the new GS-205-12 chief ranger at Hawaii Volcanoes National Park. She left a GS-260-12 position as regional equal opportunity manager at Pacific Northwest Region. Home address: P.O. Box 69, Hawaii National Park, HI 96718; park address/phone: P.O. Box 52, Hawaii National Park, HI (808) 967-7311.

**Ralph Satterberg** (GRSM 86-87, GREE 87-88, EVER 80-90, PNRO 90-94) is now a park ranger in interpretation at Vicksburg. He was an intelligence officer at the North Dakota Native American Cultural Center. In the evenings he entertained tourists around campfires, where he told tales, stories and anecdotes about the park history. He retired in 1973 - but was rehired 20 days later as a seasonal park ranger, a status he maintained until his death. He is said to have explored nearly every "nook and cranny" of Yosemite's High Sierra.

**Carl Sharsmith**
The nation's oldest National Park Service ranger, was a legendary guide at Yosemite's Tuolumne Meadows. He died Oct. 14, 1994, at his home in San Jose, Calif. He was 91.

In the evenings he entertained tourists around campfires, where he told tales, gave lectures on geology and alpine plants, and played a small accordian. He was an inspiration to park visitors and many others.

**Diane Wisley** (YELL, CRLA, OLYM, CRMQ) has a left a fire management officer position at Pacific Northwest Region and now is a concessions management specialist at Sequoia and Kings Canyon. She writes that Peter, Cassidy (their infant daughter) and she are thrilled to return to a park. Address: P.O. Box 596, Three Rivers, CA 93271.

**Obituaries**

**Dr. David G. Dutko**
Dr. David Dutko, 39, a former Park Service ranger, died July 11, 1994, at his home in Kremmling, Colo., after a long battle with cancer.

He was born Nov. 16, 1954, in Johnstown, Pa., and moved to Chesterton, Ind., as a child. After high school graduation he worked as a seasonal maintenance worker at the newly formed Indiana Dunes National Lakeshore. The next season he joined the ranger division.

After graduating from Indiana University with a degree in math, he entered the Indiana State Law Enforcement Academy and graduated as valedictorian. He received permanent federal status with the Army Corps of Engineers stationed at Oolagah Reservoir in Oklahoma. In October 1980 he returned to Indiana Dunes as a permanent subdistrict ranger.

He met Sue Kylander, also a new subdistrict ranger, and they married Sept. 17, 1983, at the historic Bailly Homestead at Indiana Dunes. The couple had attended CIS at Brunswick, Ga.

The Dutkos resigned their commissions in May 1984 and Dave entered dental school in Indianapolis while Sue worked with the IRS in criminal investigations. In 1989 they purchased a dental practice in Kremmling - drawn to the area for its mountain beauty, and hunting and fishing opportunities.

Last January Dr. Dutko was diagnosed with cancer. Honorary pallbearers for his memorial service were Grand County Commissioner Paul Ohri, Kremmling Police Chief Bob Bodsman, Kremmling Town Manager Larry Banman, Porter County (Ind.) Police Commissioner Tom Lipinski, NPS rangers Kurt Topham, John Townsend and Bill Lutz, and U.S. postal inspector and childhood friend Russell Fallis.

Sue, a former ANPR board member, will remain in Kremmling where she is assistant administrator at the Kremmling hospital. She can be contacted at P.O. Box 603, Kremmling, CO 80459.

Mr. Sharsmith led thousands of people of all ages on hikes in the Tuolumne Meadows area since his first job as a seasonal ranger there in 1931.

In the evenings he entertained tourists around campfires, where he told tales, gave lectures on geology and alpine plants, and played a small accordian.

He retired in 1973 - but was rehired 20 days later as a seasonal park ranger, a status he maintained until his death.

He is said to have explored nearly every "nook and cranny" of Yosemite's High Sierra.
### Revenue

- **Beginning Balance** $39,668
- **Revenue** $103,561
- **Fund Raising** $20,747
- **Posters** 208
- **Regular Raffle** 4,781
- **Super Raffle '93** 14,925
- **Fines** 208
- **Posters** 833
- **Regular Raffle** 536
- **Ranger Magazine** 1
- **Fund Raising** $23,767
- **Interest** 881
- **Checking** 274
- **Promotional Items** 71
- **Regular Raffle** 536
- **Ranger Magazine** 1
- **Membership Dues** $21,511
- **Postage** — 17
- **Regular Raffle** 46
- **Super Raffle '93** 1,250
- **Prizes** — 2,775
- **Management/General** $29,046
- **Exhibitors** 2,613
- **Ranger Magazine** 1
- **Promo. Items** 4,396
- **Regular Raffle** 536
- **Ranger Magazine** 1
- **Program Service** $99,046
- **Sorber Fund** 1,754
- **Grid 3** — 1,000
- **Grid 4** — 25,606
- **Publication** — 3,520
- **Endings Balance** $52,316

### Expenses

- **Expense** $90,913
- **Fund Raising** $4,135
- **Posters** — 36
- **Supplies** — 1,417
- **Regular Raffle** 46
- **Super Raffle '93** 1,250
- **Incentives** — 1,250
- **Postage** — 28
- **Prizes** — 2,775
- **Management/General** $17,222
- **Bank Fee** 7,500
- **Troops. Maint** 348
- **Legal Consultants** 1,325
- **Legal Fees** 78
- **Postage** 2,895
- **Printing** — 2,228
- **Subscriptions** 383
- **Supplies** 326
- **Travel** 4,100
- **Grid 4** — 1,446
- **Program Service** $69,556
- **Exhibitors** 685
- **IRF** 513
- **Postage** 65
- **Printing** — 30
- **Telephone** 68
- **Travel** — 350
- **Promo. Items** 6,028
- **Bank Fee** 2
- **Sales Tax** — 217
- **Other** — 5,610
- **Publications** 1,926
- **Job Book** 437
- **Road Maps** — 1,918
- **Ranger Magazine** 23,170
- **Regional Reps** 631
- **Postage** — 332
- **Printing** — 250
- **Supplies** 40
- **Telephone** 9
- **Rendezvous XVII** 13,690
- **Situation Report** 465
- **Staff Assistant** 1,500
- **Training** 20,947
- **Grid 4** — 17,436
- **Other** — 3,511

### Seasonal Jobs (continued from page 21)

clerk-typists register. When you contact park hiring officials or personnel offices, ask about vacancy announcements for biological technicians, cash clerks, guides or other related seasonal positions.

The future will bring some improvements to the seasonal hiring system. The familiar 10-139 application form will undergo a major revision and you will be allowed to apply for more than two parks. Applications will be accepted year-round instead of just twice a year.

If you have questions, contact the Seasonal Employment Unit at (202) 208-5074.

— Kathy Williams
PNRO

### IRF (continued from page 28)

of Staff Tom Collier, and Secretary Babbitt. All endorsed the meeting and provided several leads on potential supporters. Secretary Babbitt also expressed an interest in attending and speaking.

— Bill Halainen
Delaware Water Gap
All in the Family
Submission Form

Please reproduce this and pass it on to anyone you know who might be transferring, leaving the Service or getting promoted.
Entries must be legible!
Send submissions to: Teresa Ford, 26 S. Mt. Vernon Club Rd., Golden, CO 80401

Name

Past Parks: Please use four-letter acronym and years at the park (MIMA '80-'85, YOSE '86-'93). No more than six parks, please.

Old Position: Please give park, district, series, grade and title.

New Position: Please give park, district, series, grade and title.

Address and Phone Number (provide only if you want it listed).

Other Information

Association of National Park Rangers

Membership fees may be deductible as business expenses. Contact your IRS office for details.

Important: Please specify
- New Membership
- Renewal

Name (last, first, MI): ____________________________ Title: ____________________________

Box or Street ____________________________________ Division: ____________________________

City: ____________________________ State: ____________________________ Zip: ____________________________

NPS Employees: Park four-letter code (i.e., YELL) ____________ Region: (i.e., RMR; WASO use NCR) ____________

Type of Membership (check one)

Active
- Permanent ____________________________ Individual $ 30.00 Joint $ 40.00
- Seasonal ____________________________ Individual $ 20.00 Joint $ 27.00
- Retired ____________________________ Individual $ 20.00 Joint $ 27.00

Life* (open to all individuals)
- Active (NPS Employee) ____________________________ Individual $375.00 Joint $500.00
- Associate ____________________________ Individual $375.00 Joint $500.00
- Regular ____________________________ Individual $ 30.00 Joint $ 20.00
- Student ____________________________ Individual $ 20.00 Joint $ 20.00

Supporting (indiv. & organizations) ____________________________ Individual $100.00
Contributing (indiv. & organizations) ____________________________ Individual $500.00
Subscriptions: 2 copies of each issue to organizations only ____________________________ Individual $ 30.00

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

The person who recruited me was ____________________________

*Life members may pay in five installments of $75.00 (for individuals) or $100.00 (for joint memberships) over a 24-month period.

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

Administrative Use

Date: ____________________________ Rec'd $ ____________ Check # ____________
By: ____________________________

Do you have friends who'd like to learn more about ANPR?
- NPS
- Other

Return to: Association of National Park Rangers, P.O. Box 307, Gansevoort, NY 12831

Name ____________________________ Name ____________________________
Address ____________________________ Address ____________________________
City ____________________________ State ____________________________ Zip ____________________________

RANGER: WINTER 1994-95
Directory of ANPR Board Members, Committee Chairs & Staff

**Board of Directors**

**President**
Rick Gale, Branch of Fire and Aviation, Boise
4074 S. Iriondo Way, Boise, ID 83706
(208) 343-2412

**Vice President, Special Concerns**
Bill Wade, Shenandoah
3041 Mount Heights Road, Front Royal, VA 22630
(703) 635-8809

**Vice President, Professional Issues**
Ken Mabery, El Malpais
1749 Blue Spruce, Grants, NM 87020
(505) 287-4538

**Vice President, Communication/Representation**
Jeff Karraker, Capulin Volcano
P.O. Box 57, Capulin, NM 88414
(505) 278-2565

**Secretary/Treasurer**
Patti McAlpine, Olmsted
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(508) 699-9304

**North Atlantic Regional Rep**
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808 Harmon Cove Towers, Secaucus, NJ 07094
(215) 296-8334

**Mid-Atlantic Regional Rep**
Barry Sullivan, Delaware Water Gap
11 Walpack, Flatbrookville Road, Rt. 615
Layton, NJ 07851
(201) 948-6209

**National Capital Regional Rep**
Gary Pollock, George Washington
7708 Random Run Lane, #103, Falls Church, VA 22042
(703) 280-0904

**Southeast Regional Rep**
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1192 Sea Palms W. Dr., St. Simons Island, GA 31522
(912) 634-9424

**Midwest Regional Rep**
Bruce McKeeman, Voyageurs
218 Shorewood Drive, International Falls, MN 56649
(218) 283-4874

**Rocky Mountain Regional Rep**
Dan Moses, Dinosaurs
P.O. Box 96, Jensen, UT 84035
(801) 781-0826

**Southwest Regional Rep**
Judy Chetwin, SWRO
29 Valencia Loop, Santa Fe, NM 87505
(505) 466-3854

**Western Region**
Meg Weesner, Saguaro
9352 E. Trail Ridge Place, Tucson, AZ 85710
(505) 297-1723

**Alaska Regional Rep**
Rick Mossman, Wrangell-St. Elias
P.O. Box 137, Yakutat, AK 99689
(907) 784-3282

**Committee Chairs**

**Budget and Finance**
Patti Dienna, Mid-Atlantic Regional Office
48 Iroquois Court, Wayne, PA 19087
(215) 296-8334

**Dual Careers**
Sheila Cooke-Kayser, Boston NHP
4 Pickering Court, Danvers, MA 01923
(508) 777-9237

**Employee Development**
Gary Warshefski, Fort Stanwix
302 W. Cedar St., Rome, NY 13440
(315) 337-5176

**Housing**
Rick Smith, Southwest Regional Office
2 Roadrunner Trail, Placitas, NM 87043
(505) 867-0047

**International Affairs**
Barbara Goodman, DeSoto
4725 50th St. West, #1408, Bradenton, FL 34210
(813) 792-1841

**Mentoring**
Hal Grovert, Delaware Water Gap
Rd. 6, Box 6136, East Stroudsburg, PA 18301
(717) 635-8809

**Nominations**
Cindy Ott-Jones
1000 Mallery St., #84, St. Simons Island, GA 31522
(912) 638-9278

**Promotional Items**
Tessy Shirakawa, Alaska Regional Office
7020 Hunt Ave., Anchorage, AK 99504-1875
(907) 333-3401

**Retirement**
Frank Betts
4560 Larkbunting Drive, 87A, Fort Collins, CO 80526
(970) 326-0765

**Seasonal Concerns**
Wendy Lauritzen, Northwest Alaska Areas
P.O. Box 1029, Kotzebue, AK 99752
(907) 442-3890

**Twenty-Year Retirement**
Mark Harvey, Yosemite
P.O. Box 187, El Portal, CA 95318
(209) 379-2235

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ADDRESS CORRECTION REQUESTED