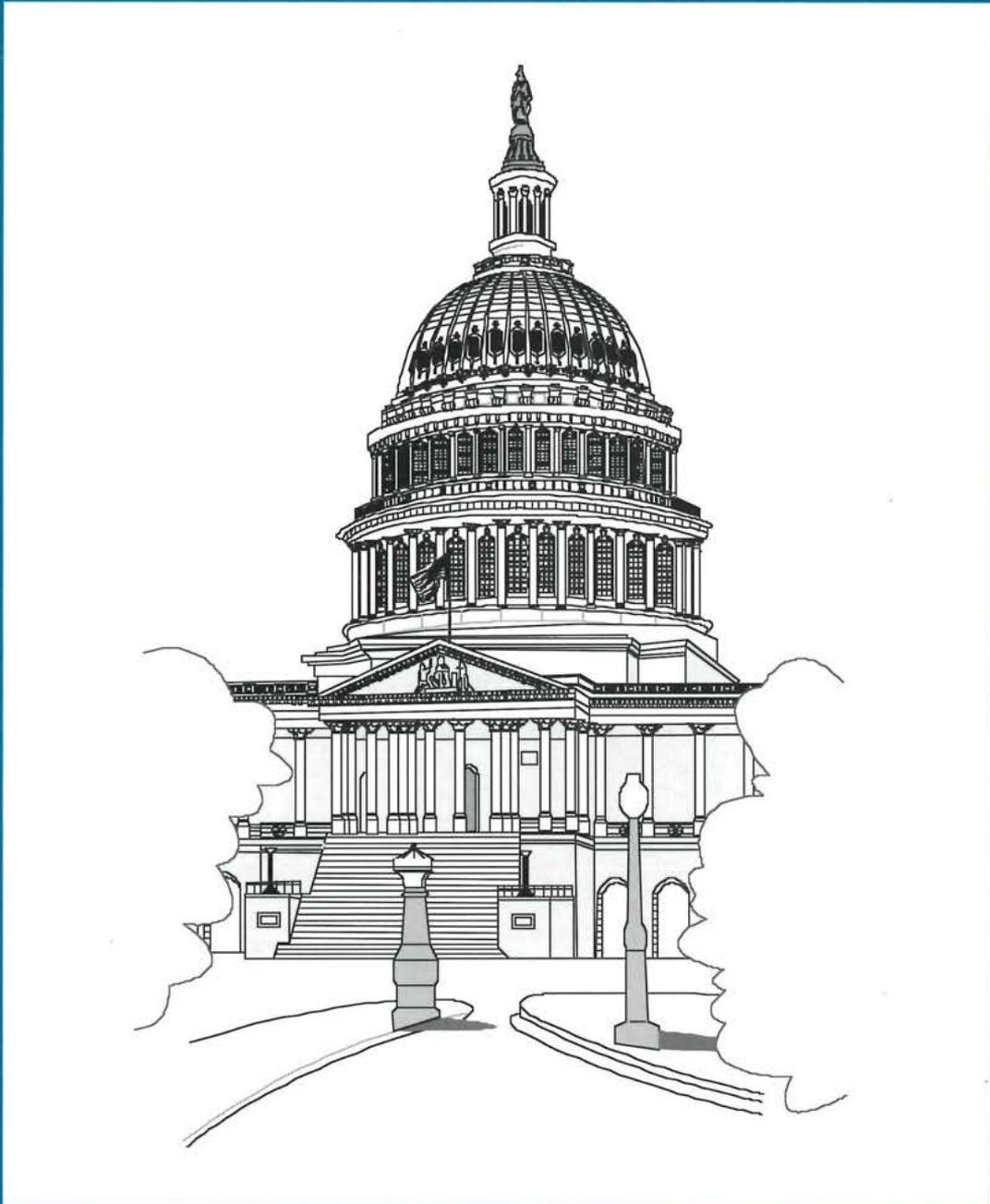


# RANGER

The Journal of the Association of National Park Rangers

Vol. XI, No. 2

Spring 1995



Change: A New National Park Service?

## Letters

### Dear Editor:

As an ANPR life member living abroad while my husband is on a foreign assignment, I read Ron Cooksy's article (Thinking About Foreign Assignments? *Ranger*, Winter 1994-95) with interest. His comments on workplace relationships are very appropriate.

However, I would urge anyone considering foreign assignments to also consider his/her family when making the transfer. Any NPS move requires a flexible attitude. A foreign one also requires as much advance preparation as possible.

Topics such as school availability, school curriculum, medical care for children and adults, tax code restrictions on the legality of owning and/or shipping specific household goods should be investigated, along with the usual concerns about park housing or non-park housing.

Our two youngsters have attended Dutch, British and international schools during our four years here in The Netherlands because of moves and differing needs for each child. We have also had the usual childhood diseases, stitches, etc. Each of those encounters has the added dimension of being done in a different culture, and occasionally, in a different language.

Would I recommend a foreign assignment? While I can't speak for anyone else, this experience has been a very rewarding one.

*Sarah Chalkley Hubbell  
Former NPS employee*

### Dear Editor:

I would like to thank all of those who voted for me in the recent election. All who took the time to vote are to be commended for taking an interest in the future of ANPR. Congratulations to Deanne Adams. I look forward to a fresh, enlightened period of leadership under her direction. I hope that the fervor of Rendezvous remains, and that many of our members will join in the work that lies ahead.

*Jeff Karraker  
Capulin Volcano*

### Dear Editor and Members:

There have been a number of comments concerning the last (ANPR) election and the level and type of "politicking" that occurred, primarily as it involved the presidential election. A number of members have inquired as to whether it will require campaign funds and money to mount a serious campaign. In the past, positions were stated at the Rendezvous and in *Ranger* magazine and members voted based on those statements. This year, there were buttons for candidates at the Rendezvous, one candidate sent out post cards requesting your support and a past officer also sent out post cards recommending one candidate over the other.

It is one thing for an officer or board member to privately state who they support, but it is quite something else when officers or members of the board begin to "finance" a campaign in favor of one candidate over the other. Before this process goes any further, we should consider how the Association conducts the business of campaigning and the potential ramifications involved. It is hard enough getting people to run for office. Let's not get into the game of who has the finances to send out mailings or having officers "finance" one candidate over others.

This may seem inconsequential, but it will have long-range consequences as to who becomes involved in running for offices. I believe the board and officers need to maintain a level of neutrality when it comes to the issue of campaigning for candidates, and we should not get mired in the game of partisan politics.

Please let your regional representative know how you feel about this issue and whether there should be anything officially or formally done to address it.

*Bruce McKeeman  
Voyageurs*

### Letters to the Editor



Letters to the editor are welcome. *Signed* letters of 100 words or less may be published, space permitting. Please include address and daytime phone. We reserve the right to edit letters for grammar or length.



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# RANGER

The Journal of the Association of National Park Rangers

Vol. XI, No. 2 Spring 1995

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

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

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

## Submissions

Prospective authors should contact the editor or editorial adviser before submitting articles. Editor, Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401, (303) 526-1380. Editorial adviser, Tony Sisto, (206) 285-8342 or (503) 228-2077.

## Deadlines

Summer issue .... May. 1

Fall issue ..... Aug. 1

Submit copy to editor on computer diskette in WordPerfect 5.1 or Microsoft Word format.

## Change of Address

If you are moving, *please* send a change of address card to Debbie Gorman, P.O. Box 307, Gansevoort, NY 12831.

## Advertising

Rates and specifications are available for advertising in *Ranger*. Interested parties should contact Jon Anglin, P.O. Box 401, Grants, NM 87020, (505) 287-8418.

## President's Message

**C**hange — the theme of this issue of *Ranger*, and seemingly the current theme of the world around us, with a new Congress in place, with NPS downsizing and restructuring, and even with a new ANPR board and president.

The news of change came to me on a Monday afternoon with a call from Rick Gale giving the results of the election. Shortly after he gave his congratulations and hung up, Jeff Karraker called to offer her best wishes. After that the honeymoon was over and the transition had started. Rick will stay on the board as the immediate past president. Thank you are due to Rick for his seven years of hard work for the Association and for his continuing work

as a board member; to the board candidates for their willingness to serve this Association and our national parks; and especially to the nearly 700 members who voted in this election. Nearly 50 percent of the membership voted — a great leap ahead of our traditional 10-20 percent turnout.

My immediate actions for 1995 include: a March board meeting, allowing us to plan for the new fiscal year and reach consensus on our priority actions with Congress, with the National Park Service and with ANPR's internal operations; implementing a fund-raising strategy; and appointing task group leaders for vacant

positions. In addition, May will see ANPR well represented at the first international ranger conference in Zakopone, Poland.

Although we are surrounded by change, ANPR is still on track with our mission of ensuring the perpetuation of the National Park System and our goals of advocacy and community building based on the Kennedy School report.

One example of this is the interview with Congressman Hansen later in this issue.

In the next month, those who volunteered at the Rendezvous will be getting a call from a board or task group member. If you have an interest in being part of the changes in ANPR, please contact any of the

board members. (Addresses and phone numbers are on the back cover of *Ranger*.) If you have items to discuss at the March board meeting, please let me or any board member know.

I look forward to the next two years and thank you for electing me. I hope to hear from many of you in the next few months. □

*“Although we are surrounded by change, ANPR is still on track with our mission of ensuring the perpetuation of the National Park System and our goals of advocacy and community*

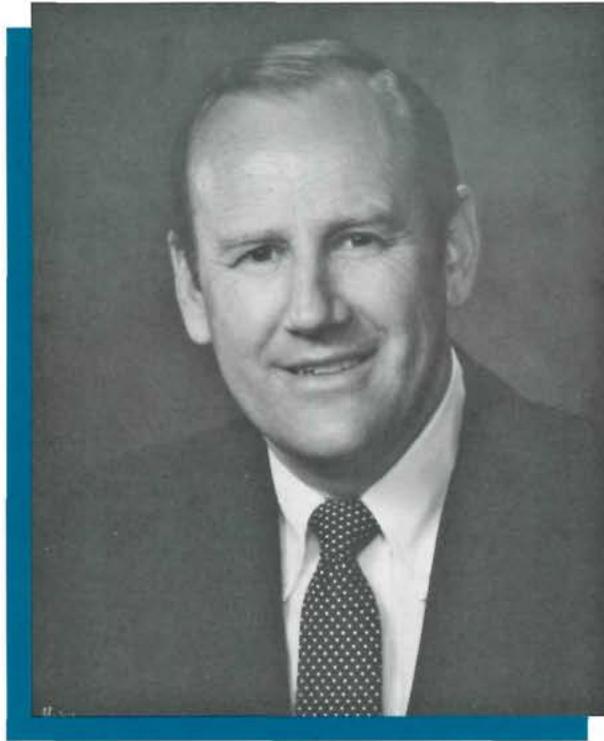
*Jeanne J Adams*

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# Interview with Chairman James Hansen



Rep. James V. Hansen, R-Utah  
Chairman, House Subcommittee on National Parks, Forests and Lands

The Congressional elections of last fall led to the ascension of a Republican majority in the House for the first time in 40 years. With this change, the chairmanship of committees and subcommittees go to the majority.

The new chairman of the renamed House Subcommittee on National Parks, Forests and Lands — the subcommittee that sees and acts on more park legislation than any other — is Rep. James Hansen, an eight-term Republican from Utah's First District. Hansen, a long-time member of the subcommittee, replaces Rep. Bruce Vento, who now ranks second for the minority behind Rep. Bill Richardson of New Mexico. (Vento chose to be the ranking member on the House Banking, Finance and Urban Affairs Committee).

Hansen, who came to Congress in 1981, brings new ideas and perspectives to the subcommittee. Although busy at the start of a new and active Congress, he granted *Ranger* magazine a personal interview just days after the opening gavel fell. The text of that interview follows.

*Ranger:* Thank you for taking the time

to speak with us. We'd like to extend a welcome to the subcommittee chairmanship from the 1,800 members of our Association, and add that we look forward to continuing our long working relationship with the subcommittee on issues pertaining to the national parks. Before asking about your perspectives on some critical issues facing the National Park Service, we were wondering if you could share a little of your background with us. As a native and life-long resident of Utah, you had the privilege of growing up in an area with close access to some of the premier parks in the System. Could you tell us how your travels shaped your vision of the National Park Service?

*Hansen:* I've been going to parks since I was a kid. My father was a manufacturer's representative for some time and we often traveled with him. Even now, I visit as many parks as I can with my family — sometimes as many as 10 a year.

I'm a great proponent of the parks. The National Park Service idea was a stroke of genius, and the parks preserve those

things that America holds most important. They're the best deal there is in the United States.

*Ranger:* Could you provide us with your overall view of the role of this country's public lands and how they should be managed?

*Hansen:* The government owns too much land, not all of it right for federal ownership. The United States currently owns 620 million acres, about 30 percent of all our land. State and local governments own another 10 percent.

We need to reduce overall federal ownership, particularly lands owned by the Bureau of Land Management, and reorient patterns of federal ownership through land exchanges so that we can focus limited federal financial resources on protecting such legitimate federal interests as national parks and wilderness areas.

*Ranger:* There is a good deal of apprehension about the 104th Congress within the land management and science agencies regarding status, authority and fund-

ing. Could you share your thoughts on the future roles of some of our partners, particularly the National Biological Service, Geological Survey, Fish and Wildlife Service, Forest Service and Bureau of Land Management?

*Hansen:* After we review which lands should be retained in federal ownership, we should look at combining all of our federal land management agencies, including the National Park Service, into a single agency.

The National Biological Service should not be funded until authorized by Congress, which may mean returning funding and staff to agencies from which they came.

There was a provision in last year's Republican budget which suggested the privatizing of subsidized Geological Survey program, such as map making, and transferring research functions to the National Science Foundation. That's a proposal that we will likely revisit this Congress.

*Ranger:* Can you offer your viewpoint on the mission and goals of the National Park Service and its role in American society?

*Hansen:* I have a pretty straightforward perspective — that the legislative mission of the NPS — preserving this country's outstanding natural and historical sites for public use — is the same as it was when the agency was created in 1916. Unfortunately, that mission has been undermined by the addition of numerous sites which are inconsistent with those basic purposes.

*Ranger:* Of the many issues facing the agency, the one which you have spoken on most frequently — at least in recent months — is the proposed deauthorization of some units of the System. Some people argue that this should be done because some areas, particularly in urban locations, are far too expensive to create and acquire. Do you support this argument? If such areas are deauthorized, wouldn't the money in any case return to Treasury, thereby providing no benefit to remaining units of the System?

*Hansen:* Cost per se is not really the

issue driving the need to review the existing park system. The most expensive park to date has been the \$1.4 billion acquisition of Redwood National Park, an area that definitely qualifies to be in the System. Similarly, there are urban sites, such as Independence Hall in Philadelphia, which belong in the NPS.

The problem is that unqualified sites, which have proliferated in recent years, are diverting funds from deserving parks. Even if only a few parks are deauthorized, it will send a strong message about the integrity of the park system and help us fight inappropriate designations in the future.

I want to see parks funded at a level that will get them to work the way they ought to. My number one priority is to fund the parks.

*Ranger:* Do you support the companion argument, which is that some areas now in the System do not meet the criteria of national significance? If so, could you give us some examples?

*Hansen:* Like everyone else familiar with the System, I believe I could name several sites which do not belong. But let me instead identify the types of park areas which I believe should be carefully evaluated by any commission — parks which are primarily economic development projects; parks which are historic fabrications; parks which are primarily open space preservation; and parks which are primarily urban recreation sites.

*Ranger:* Do you favor a closing commission such as the one that was established to close military bases? If so, could you give us your perspective on how such a commission should be established and what its mandate should be?

*Hansen:* The idea for a "base closure commission" to review parks originated with Park Service personnel. While Congress has eliminated about 14 NPS areas in the past, I feel that, unless we have a self-executing commission, there are too many political obstacles to accomplish the goal of park deauthorization.

*Ranger:* A related question concerns admission of new areas to the System. Despite the criteria established by the

National Park Service, Congress has paid scant attention to them in the designation of new areas. Legislation has been proposed in the past to strengthen these criteria. Do you support such legislation? Do you think it will be effective? How else might we check members — from both sides of the aisle, we might add — from introducing and lobbying for new parks, generally in their districts?

*Hansen:* Criteria for park designation do exist, but are inadequate. Further, administrations from both parties often ignore their own criteria and testify in support of new park designations.

In the last six years, Congress has added over 20 new parks, only one of which was opposed by the administration. This administration even testified in support of a park that a Park Service study said was unqualified for designation.

Consider the criteria for "national significance." Literally, that criteria means that all of the 60,000 listings on the National Register of Historic Places are eligible for inclusion in the National Park Service.

So, how will we work to prevent inappropriate new areas? Four ways: We plan to educate members about the Service's financial condition; we plan to strengthen park designation criteria through legislation; we will provide alternatives to park designation, such as heritage areas; and we will foster the attitude of having the courage to "just say 'no'."

One more point regarding heritage areas. I believe that if people in local communities want them, then they can pay for them. The money for them is not going to come from the National Park System.

*Ranger:* Will internal financial accountability be an issue of concern to you? Last year you wrote a letter to this Association in which you raised the following question regarding insufficiency of operating funds in the field: "To what extent is the problem caused by an overall lack of funding and to what extent is it caused by an inefficient expenditure of existing funds?" Do you intend to revisit this issue?

*Hansen:* In a time of scarce dollars, we must account for every penny allocated

to the National Park Service. A number of reports by both the Interior inspector general and the General Accounting Office highlight concerns about NPS management of both appropriated dollars and receipts. Nearly every park superintendent disagreed with the figures cited in my letter as the actual park allocations, yet the source of that information was a report by the NPS to Congress.

Which was accurate? There must be greater control and accountability. GAO may be asked to look at accounting procedures in the National Park Service.

*Ranger:* A related issue is, of course, that of entrance and user fees and how much will be returned to the parks? Can you tell us what your position is on this issue and what related actions you foresee in the coming Congress?

*Hansen:* Recreational use is the most subsidized use of federal lands — about \$1.2 billion last year. When Congress establishes a park, it makes a commitment to acquire the resources and preserve them, not to pay for all visitor services for all time.

Especially in parks, where visitors are predominantly middle and upper income, they should pay for services which directly benefit them. I believe that we can work with budget and appropriation committees to retain user fees in parks. I intend to address the issue this Congress.

One idea that I'd like to explore would be a system which would return a percentage of the money to collecting parks, and put some in a general account for other areas. In Utah, we have an arrangement in school districts in which urban areas with more resources share their funds with schools in the countryside. I'd like to look at that model for the NPS.

*Ranger:* Do you have any opinions on the restructuring and re-engineering of the agency that is now under way? If so, do you foresee oversight hearings or any other forms of Congressional action?

*Hansen:* Several aspects of the NPS reorganization are of concern to members, particularly costs and personnel reductions. While major downsizing of regional and Washington offices is proposed, it is unclear how many people will actually

end up in parks. Oversight hearings are a possibility, but we're not going to address this issue immediately. As I said before, I intend to look at all federal land management agencies to see where we can reduce duplication.

This is a new idea, and people often find new ideas hard to handle. The normal response is usually to criticize first, then, after a while, to look at it hard to see if it makes sense, then to have the moxie to make things change. Government has to change.

*Ranger:* Considerable headway has been made over the past few years in resolving several critical employee-related issues, particularly pay and housing, but more remains to be done. What is your perspective on these issues? Do you foresee action on any of them? Senator Wallop was a particular supporter of improvements in NPS housing. Do you share his concerns?

*Hansen:* Significant funds have been spent on housing in recent years — about \$60 million — yet the backlog in housing remains over \$500 million. The major problems are that the NPS has too much housing and that it has yet to develop a program to pay for maintenance of housing once it is upgraded. Those concerns need to be addressed prior to action on any legislation.

Housing is an important issue in the western parks, where there's no real alternative. Rangers have to be there in the parks. We'll look at housing and see where it works and where it doesn't.

*Ranger:* Do you have any suggestions on how we might do a better job of protecting the parks, given the current and future fiscal and staffing situations? How should we handle our other legislated mandates, many of which do not pertain directly to the agency's Organic Act?

*Hansen:* Federal agencies, not unlike the private sector, suffer from over-regulation in terms of lost productivity. Some of these increased costs come from laws and regulations external to the Service, and some come from internally developed policies and rules.

I can assure you that the Congress is going to look very carefully at any new

regulations, as well as some of the burdensome existing ones, and I urge the NPS to do the same.

As for protection — we'll need to look at the matter further. There's a fine line between preservation and use. Parks need to be used, but I resent people desecrating them. There needs to be a higher emphasis on protection in some areas. On the other hand, we have to be careful when we say what *can't* be used. It's not a problem, if done in an environmentally sound way, but we have to keep access in mind.

Aircraft overflights, for example. I helped develop the regulations to control overflights of the Grand Canyon, but it's still necessary to allow some access by air for those constrained by handicap, age or the amount of time available to visit an area. Some people want to ban contrails of jets overflying parks. I believe it's possible for aircraft and parks to coexist.

Additional funding isn't the entire answer to improving the ability of park staffs to protect their areas. I believe that you can be very successful if you hire good people, train them, let them use their creativity, let them do their jobs. Most of the park people I've met are outstanding, dedicated people. We don't always agree on issues, but that's the way it ought to be.

*Ranger:* How do you think the agency should handle external threats to the parks, such as depredation of species whose ranges extend outside of parks and diminished air and water quality?

*Hansen:* While there are some site-specific problem areas, laws on the books are adequate to address most external park threats. For example, recent studies confirm air quality improvement in almost all regions of the country. Where concerns do exist, we need park managers who will get engaged in the decision-making process on the basis of facts and recognize the legitimate interests and rights of other persons.

*Ranger:* Are there any other issues regarding the National Park Service that you believe should or will be addressed in this Congress?

(continued on page 15)

**National Park Service-Related Committee Rosters  
United States Congress**

**SENATE**

**Senate Committee on Energy and Natural Resources**  
304 Dirksen Office Building, Washington, D.C. 20510  
(202) 224-4971

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Staff Director: Greg Renkes

Ranking Minority Member: J. Bennett Johnston (LA)  
Minority Office: 312 Dirksen Office Building  
Chief of Staff: Benjamin Cooper

**Republicans(10)**

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Chair  
Hatfield, Mark (OR)  
Domenici, Pete (NM)  
Nickles, Don (OK)  
Craig, Larry (ID)  
Thomas, Craig (WY)  
Kyl, Jon (AZ)  
Grams, Rod (MN)  
Jeffords, James (VT)  
Burns, Conrad (MT)

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Johnston, J. Bennett  
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Ford, Wendell (KY)  
Bradley, Bill (NJ)  
Bingaman, Jeff (NM)  
Akaka, Daniel (HI)  
Wellstone, Paul (MN)  
Campbell, Ben Night-  
horse (CO)

**Senate Subcommittee on Parks, Historic Preservation and Recreation**

Chair: Craig Thomas (WY)  
Professional Staff Member: Jim O'Toole

Ranking Minority Member: Dale Bumpers (AR)  
Minority Staff Director: Tom Williams

**Republicans**

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Chair  
Grams, Rod (MN), Vice Chair  
Nickles, Don (OK)  
Jeffords, James (VT)

**Democrats**

Bumpers, Dale (AR),  
Ranking  
Akaka, Daniel (HI)  
Campbell, Ben Night-  
horse (CO)

**Senate Committee on Appropriations**

S128 136 Capitol Building, Washington, D.C. 20510  
(202) 224-7246

Chair: Mark Hatfield (OR)  
Chief of Staff: Keith Kennedy

Ranking Minority Member: Robert Byrd (WV)  
Minority Office: 126 Dirksen Office Building  
Minority Phone: (202) 224-7292  
Minority Chief of Staff: James English

**Republicans(15)**

Hatfield, Mark (OR), Chair  
Stevens, Ted (AK)  
Cochran, Thad (MS)  
Specter, Arlen (PA)  
Domenici, Pete (NM)  
Gramm, Phil (TX)  
Bond, Christopher (MO)  
Gorton, Slade (WA)  
McConnell, Mitch (KY)  
Mack, Connie (FL)  
Burns, Conrad (MT)  
Shelby, Richard (AL)  
Jeffords, James (VT)  
Gregg, Judd (NH)  
Bennett, Robert (UT)

**Democrats(13)**

Byrd, Robert (WV), Ranking  
Inouye, Daniel (HI)  
Hollings, Ernest (SC)  
Johnston, J. Bennett (LA)  
Leahy, Patrick (VT)  
Bumpers, Dale (AR)  
Lautenberg, Frank (NJ)  
Harkin, Tom (IW)  
Mikulski, Barbara (MD)  
Reid, Harry (NV)  
Kerry, Bob (NE)  
Kohl, Herb (WI)  
Murray, Patty (WA)

**Senate Appropriations Subcommittee — Interior and Related Agencies**

126 Dirksen Office Building, Washington, D.C. 20510  
(202) 224-7233

Chair: Slade Gorton (WA)  
Majority Clerk: Cherie Cooper

Ranking Minority Member: Robert Byrd (WV)  
Minority Clerk: Sue Masica

**Republicans(8)**

Gorton, Slade (WA), Chair  
Stevens, Ted (AK)  
Cochran, Thad (MS)  
Domenici, Pete (NM)  
Hatfield, Mark (OR)  
Burns, Conrad (MT)  
Bennett, Robert (UT)  
Mack, Connie (FL)

**Democrats(7)**

Byrd, Robert (WV), Ranking  
Minority Member  
Johnston, J. Bennett (LA)  
Leahy, Patrick (VT)  
Bumpers, Dale (AR)  
Hollings, Ernest (SC)  
Reid, Harry (NV)  
Murray, Patty (WA)

**HOUSE OF REPRESENTATIVES**

**House Committee on Resources**

1324 Longworth House Office Building  
Washington, D.C. 20515; (202) 225-2761

Chair: Don Young (AK)  
Chief of Staff: Dan Kish

Ranking Minority Member: George Miller (CA)  
Minority Office: 1329 Longworth HOB; (202) 225-6065  
Minority Chief of Staff: John Lawrence

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Saxton, H. James (NJ)  
Gallely, Elton (CA)  
Duncan, John "Jimmy" (TN)  
Hefley, Joel (CO)  
Doolittle, John (CA)  
Allard, Wayne (CO)  
Gilchrest, Wayne (MD)  
Calvert, Ken (CA)  
Pombo, Richard (CA)  
Torkildsen, Peter (MA)  
Hayworth, J.D. (AZ)  
Cremeans, Frank (OH)  
Cubin, Barbara (WY)  
Cooley, Wes (OR)

**Democrats(20)**

Miller, George (CA), Rank-  
ing Minority Member  
Rahall, Nick Joe (WV)  
Vento, Bruce (MN)  
Kildee, Dale (MI)  
Williams, Pat (MT)  
Gejdenson, Sam (NM)  
Richardson, Bill (NM)  
DeFazio, Peter (OR)  
Faleomavaega, Eni (Ameri-  
can Samoa)  
Johnson, Tim (SD)  
Abercrombie, Neil (HI)  
Studds, Gerry (MA)  
Tauzin, Billy (LA)  
Ortiz, Solomon (TX)  
Dooley, Calvin (CA)  
Romero-Barcelo, Carlos  
(PR)  
Deal, Nathan (GA)  
Hinchey, Maurice (NY)  
Underwood, Robert (Guam)  
Farr, Sam (CA)

Chenoweth, Helen (ID)  
Smith, Linda (WA)  
Radanovich, George (CA)  
Jones, Walter (NC)  
Thornberry, William "Mac" (TX)  
Hastings, Richard "Doc" (WA)  
Metcalf, Jack (WA)  
Longley, James (ME)  
Shadegg, John (AZ)

**House Subcommittee on National Parks, Forests and Lands**

Chair: James Hansen (UT)  
Majority Staff Director: Alan Freemyer  
Professional Staff Member: Steve Hodapp

Ranking Minority Member: Bill Richardson (NM)  
Professional Staff Member: Rick Healy

**Republicans(14)**

Hansen, James (UT), Chair  
Duncan, John "Jimmy" (TN)  
Hefley, Joel (CO)  
Doolittle, John (CA)  
Allard, Wayne (CO)  
Pombo, Richard (CA)  
Torkildsen, Peter (MA)

**Democrats(11)**

Richardson, Bill (NM),  
Ranking Minority Member  
Rahall, Nick Joe (WV)  
Vento, Bruce (MN)  
Kildee, Dale (MI)  
Williams, Pat (MT)  
Faleomavaega, Eni (Ameri-  
can Samoa)  
Studds, Gerry (MA)

Hayworth, J.D. (AZ)  
Cubin, Barbara (WY)  
Cooley, Wes (OR)  
Chenoweth, Helen (ID)  
Smith, Linda (WA)  
Radanovich, George (CA)  
Shadegg, John (AZ)

Romero-Barcelo (PR)  
Deal, Nathan (GA)  
Hinchey, Maurice (NY)  
Underwood, Robert (Guam)

**House Committee on Appropriations**

H218 Capitol Building, Washington, D.C. 20515  
(202) 225-2771

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ing Minority Member  
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# Molding Visitor Expectations: Beyond Regulations

*They shoot deer, don't they?*

By **Connie Rudd**  
Rocky Mountain Regional Office



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Mule deer

**I**t tore at my gut — that headline on the front page of the *Arizona Republic* newspaper: “Junk Food Diet Dooms Canyon Deer to Execution.” The sub-headline read, “Ailing Animals Being Shot.”

The shooting was not a resource management decision to control overpopulated deer. Rather, it was a resource management decision to send a wake-up call to the visiting public about appropriate human-wildlife behavior in

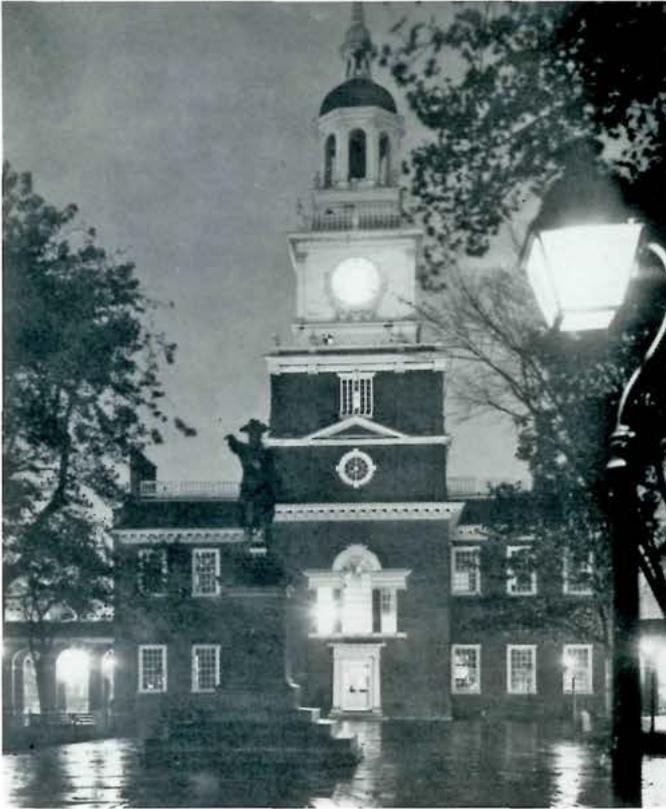
national parks. Dave Haskell, chief of resources management at Grand Canyon, cited the steady diet of Cheetos, Fritos and candy as the culprits that have rendered the deer incapable of digesting natural vegetation, and as a result, the animals are starving to death.

Interestingly, an animal-rights group claimed the National Park Service could have prevented the problem by enforcing regulations against feeding wildlife. The park management responded by planning

to increase education to stop visitors from feeding animals.

And therein lies the crux of the matter: virtually every park in the System has dealt with issues of “enforcing the regulations” — be they regulations that prohibit the feeding of wildlife, the handling of historic fabric, the taking of artifacts, or other inappropriate and consumptive uses of park resources.

Enforcement and education are only two parts of a complex solution. In



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Independence Hall at night, Philadelphia

tandem, they can be effective — on site. They lose effectiveness for the millions of visitors — or potential visitors — who are not in direct contact with park rangers during a visit.

A third facet, which we as an agency need to explore more fully, is that of molding visitor expectations.

How can the public be educated and influenced in positive ways about what to expect *before* their visit to national park sites? Do we have a prayer of modifying behavior in any significant way? Can we raise a consciousness in the *general population*, whether they visit a national park or not, which encourages a more sophisticated understanding of *why* such behavior is inappropriate? And could that knowledge be transferred to other situations, thereby having a citizenry capable of independent decisions where preservation and conservation of natural and cultural resources are concerned?

Gosh, can we save the globe?

Planning for and facilitating “visitor experience” is the job of all NPS employees, as well as partners, concessioners, tourism councils, community groups and other stakeholders.

Consider this:

► How much accurate “information” is given to the public in gift shops, both in and out of the park, in local restaurants, or at gas stations and motels 100 miles away?

► Does the information contain *any* messages remotely related to appropriate behavior, what to expect of the park experience, why the resources are significant and how we all can be stewards? Are there accurate enforcement and education messages?

► Is it possible to influence the information provided to

the public by people not employed, contracted or permitted by the NPS? And if possible, what would you want *most* for those information providers to know? And how would you go about educating the huge numbers of “interpreters” outside the park boundaries?

Planning for and facilitating the range of visitor experiences in a park is a challenge for all of us directly or indirectly involved in visitor services. Visitor experience planning considers three important aspects:

**Physical Experiences** — These include virtually everything that happens to a visitor, beginning with pre-visit planning, information, orientation, access, availability of services, what choices the visitor has at points along the way, choices of things to see and do, sense and feel while in the park, and what opportunities are available. It also includes how informed the visitor is regarding these choices.

**Intellectual Experiences** — Some

visitors cannot appreciate the significance of the park without grasping it first intellectually. Provide information, technical details, explain consequences of actions, management policies, the what, where, why and how. Help visitors understand *why* the area is a part of the National Park System and what they can do to assure its future protection.

**Emotional Experiences** — When touched by experience on an emotional level, the significance of an area and its resources take on a depth with the power to transform visitors into stewards. When visitors are provided opportunities to *discover* things, changes in attitudes and behavior are the likely outcome. Preservation of heritage, culture and ecosystems are no longer just *our* messages, but become *their* messages. The power of emotional experience may have the most profound and lasting effect.

Keeping Fritos from the digestive system of deer at Grand Canyon National Park is but one reason to mold the expectations of the public. If visitors discover for themselves what appropriate behavior is around bison at the Badlands, then perhaps father won’t perch Junior on the back of a bison when they get to Yellowstone.

When the public understands that taking a potsherd in Mesa Verde is the same as breaking into a private home in Philadelphia and stealing the family photo album, then a change in attitude, behavior and understanding has occurred.

And when the gas station attendant in Williams, Ariz., takes an active part in molding visitor behavior at Grand Canyon, the world just might be saved. □

*Connie Rudd is chief of interpretation at the Rocky Mountain Regional Office in Denver.*

# Organizational Change: The Change of How

The following text is from a report titled "Organizational Culture: The Change of How," submitted to the National Leadership Council in November 1994. It was prepared as part of Operation Future by the Organizational Culture Change Group. The group, chaired by Wally Hibbard, superintendent of Big Cypress National Preserve, included more than 60 National Park Service employees linked by cc:Mail and telephone.

The content of the report reflects the collaborative effort of the group. It is based on the compilation of information gathered from textbooks, reports and the inaugural meeting of the Consortium for Culture Change (associated with the National Performance Review).

*"There is another point which has given me and others here in Washington some concern. The 'old guard' of the Service, so to speak, have done their chores well and have passed the job on to us. Those of us, who a few years ago considered ourselves the younger element in the service, now suddenly realize that we are being looked upon by a majority of our fellow workers as also members of the 'old guard.'*

*The National Park Service has many traditions, historic events and memorable individual accomplishments along the milestones of its growth which have made our Service a real family group with a strong common bond — a bond we cannot afford to lose under any circumstances. This body of tradition is the backbone of the Service. It has served as the rallying point in times of crisis, and it has formed the basis of our esprit de corps which is unsurpassed anywhere in government. Some of these traditions, historic events and individual accomplishments we have taken for granted, and some we have forgotten about. I am certain our organization will be stronger if we treat the accomplishments of the past with pride and reverence."*

— Conrad L. Wirth  
NPS Director, 1951-1964

## Introduction

The purpose of this report is to provide the National Leadership Council with principles on how to guide the organizational culture of the National Park Service through reorganization.

The NPS has a strong heritage of dedication to mission, service to others and public trust. The organizational culture of the NPS is an aggregate of a number of subcultures. Some are well suited to change, and in fact, already employ many of the organizational dimensions that are desirable in an interdependent structure (collaborative, customer oriented, flexible, willing to take risks, technologically networked).



A ranger at Redwoods National Park, California

NPS — Harpers Ferry Center Archives

ply the change of how we do what we do.

## The New — Where We Go To Do What We Do

In looking to change the way we do business with ourselves and others, it is important that we not stray from the values that make the Service unique and special. Our rich history and strong organizational heritage, the dedicated commitment to mis-

sion and the institutional pride we take in doing what we do makes us the strong and trusted public service organization we are today.

The "doing business" actions of these subcultures vary from program area to program area. They reflect the various styles and tone set by their individual leaders and employees.

This report focuses on defining the most desirable and effective operating norms, beliefs, values and behavior needed to successfully meet the challenges of change. It does not focus on discovering the least effective methods for achieving success in a "reinvented government," nor does it focus on who, or what program area, employs those least effective methods.

A single-most important message has emerged from this effort: The leadership of the National Park Service must dedicate their full attention, time and resources to this effort in order to achieve success. It is only by their actions that real change will take place.

## What is Organizational Culture?

Organizational culture is the norms, beliefs, values and behaviors that permeate a work system and significantly influence what will and won't be done. It is seldom written or discussed. It is learned by working in the organization and becoming part of it.

## What is Organizational Culture Change?

Organizational culture change is sim-

ple the change of how we do what we do.

Although the information in this report has been gathered from many different sources, it is not new. It represents sound and proven methods to guide changes to an organizational culture. While it is comparatively simple to identify how best to conduct ourselves in changing the organization, the hard part is doing it.

Nothing found in this report will result in a change of organizational behavior. It is up to the National Leadership Council to do that through their actions. The way the Council resounds to the changing organization will set the course the Service will follow.

If the Council's expectations are that the Service will become more collaborative in its processes, the Council itself must set the example of cooperative, collaborative leaderships. As such, the Council must work together to develop the vision of its expectations of the organizational culture. The message sent by the Council in working together for a common vision is critical for successful implementation of a positive organizational culture shift within the NPS.

Examples of important culture shifts that are dependent upon the Council's leadership are:

- An organization that will value, rein-

force and reward cooperative teamwork efforts to meet the mission.

- An organization that will insist that all programs and field units are valued as contributors to the overall purpose of the agency mission.
- An organization whose leadership places high value on expected performance and holds non-performers accountable.

The following sections will provide guidance not only to the National Leadership Council, but the entire family of NPS employees on expectations and challenges for the future. The organizational culture of the NPS will continue to evolve in response to internal and external stimulation. Some change will occur slowly in response to a changing environment. Some will occur quickly in response to clearly defined needs and expectations.

### What Needs to Happen to Create a Positive Cultural Shift in an Organization?

#### Leadership must:

- Clearly recognize the need/reason to change and take ownerships of the effort.
- Educate itself to operate as a team.
- Develop a shared vision of the organization.
- Communicate and instill commitment to the vision and communicate its expectations.
- Implement training and development programs for all managers, supervisors and staff.
- Establish policies that encourage and reward positive change, initiative, risk-taking and innovation.
- Expand and enhance partnerships and alliances with professional and management associations, employees, customers and other public and private organizations.

#### Managers, Supervisors and Staff must:

- Communicate and instill commitment to the vision among all employees.
- Improve and enhance channels of communication with employees and customers.
- Become facilitators and team players/leaders who advance employee empowerment.
- Take the initiative to become self directed in problem solving.

- Encourage and reward positive change, initiative, risk-taking and innovation.
- Build and enhance partnership and alliances with professional and management associations, employees, customers and other public and private organizations.

### Seven Dimensions of Cultural Change in Government

#### ► Organizational Focus — from internal operations to customer needs:

Current structures pay employees to deliver products and services to the internal organization, creating more and more internal customers.

*In a transformed government*, the mission is clearly articulated to all employees. Customers are identified and mechanisms for customer feedback are developed. Performance is evaluated to clear and measurable standards, and budgets are based on delivery of quality products and services to the American public.

#### ► Structure — from hierarchical to flat and fluid

Currently, federal employees work under multiple levels of management and multiple layers of management review. The result is wasted resources and a culture of control, where employees are policed not empowered, and the emphasis is oversight, not quality.

*In a transformed government*, employees and teams are empowered and accountable. Managers solve system problems, and senior executives focus on strategic direction and high-level policy decisions.

#### ► Motivational Strategy — from punishments to incentives

Currently government motivates by imposing negative sanctions and checking and rechecking every decision. The result is inordinate attention given to monitoring activities and not results. The result is a culture of distrust.

*In a transformed government*, incentives reward good teamwork, quality improvements, cost savings, creative problem solving and improved customer service.

#### ► Relations — from protecting turf to cross-boundary teamwork

Currently government rewards individuals, with the best rewards going to

those who already have the biggest turf (staff/budget). The result is unproductive competition, damaged team dynamics and fragmented service delivery.

*In a transformed government*, teams are the lifeblood of decision making. We regularly partner with other governing bodies, and feedback is factored into program design and delivery.

#### ► System Character — from rigid to flexible

Currently policies and rules are most often applied in the most narrow and rigid manner possible, and government reproduces itself with programs, branches and levels of narrow focus, with people isolated from others working on related issues. The result is a crippling, cumbersome mass unable to respond to changes in customer needs, environmental conditions or new technologies.

*In a transformed government*, support systems are flexible, line employees have authority to be directly responsive to customer needs, line managers have immediate decision making capability and teams form and re-form as needed, with goals dictated by mission and customer needs and not organizational boundaries.

#### ► Risk Orientation — from risk averse to learning system

Currently the federal government avoids innovation and risk-taking. This limits foolish mistakes and also stifles experimentation and motivation. The ripples are systemic; review and audit systems are failure focused, mistakes are not analyzed for valuable lessons.

*In a transformed government*, innovation is rewarded. Mistakes are analyzed for lessons learned, and review and audit systems look for ways to improve and teach success.

#### ► Information Technology — from incompatible to networked

Currently, information technology systems are absent in some agencies, extensive in others but unable to share information and coordinate across agency lines.

*In a transformed government*, the information technology architecture supports collaboration, cooperation and coordination. □

Some years ago the National Park Service adopted a catchy public relations slogan which stated, "Parks Are For People."

While the sentiment in that slogan was inherently true, I always had an uneasy feeling that lost somewhere in those PR "buzzwords" was an equal concern for the natural resources of the parks themselves. When large numbers of people visit natural areas, impacts occur. And when large numbers of people congregate in natural areas, contacts with native wildlife happen.

Balancing the needs of visitors, and keeping them and wildlife separate, has always been a difficult resource management task.

In a national park like the Great Smokies, keeping nine million tourists away from several hundred black bears (and vice versa) is no easy matter. A good example is the black bear management program at the Great Smoky Mountains National Park. On one of my visits to the park I learned of the resource management considerations of trying to keep bears wild and tourists safe.

As is so often the case in wildlife observation, chance opportunities usually occur when you least

expect them. I was leaving Cades Cove in the Great Smoky Mountains National Park in Tennessee one afternoon in early June, when I spotted two black shapes moving on my right. As I turned my head to get a direct view, I

saw a sow bear and her yearling offspring sauntering through the tables at the Cades Cove picnic area.

I had already seen several bears that day in the cove, so the sight of two more was not particularly eventful. What caught my attention was the sight of two park rangers moving after the bears. And behind the rangers I saw a metal, green bear trap parked close to the bear's location. I had the feeling that something interesting was going to happen.



Visitors at Great Smoky Mountains

I pulled off the road into a turn-out and swung my pick-up truck back toward Cades Cove and entered the picnic area. I got out and moved toward the rangers, who were following the bears. As they walked along, the two rangers banged sticks against trees and yelled at the bears, coaxing them away from open picnic lunches on tables.

It was mid-afternoon and many park visitors had tempting lunches spread out. As the picnickers saw the bears approach, they hurriedly abandoned their lunches and moved out of the bears' way.

The bears ambled along from table to table, eating what they could before the rangers got to them and interrupted their feast. As I followed the rangers, I got close enough to see that the bears bore metallic ear tags, a sign that they had run into park rangers before.

After 10 minutes and several radio calls from the pursuing rangers, another park ranger arrived on the scene. He bore on his hip the usual .9mm pistol of a law enforcement ranger, but he also carried a different kind of handgun. It was a CO2 tranquilizer gun. I realized then that I was about to witness the darting and relocation of so-called "nuisance" bears, bears that have become habituated to man's food.

According to Kim Delozier, wildlife

# All in a Day's Work

## Bear Management in the Great Smokies

By Arthur McDade  
Chickamauga & Chattanooga NMP



National Park congregates around a black bear.

biologist at the Great Smokies, park rangers try to keep wild bears out of developed human areas such as campgrounds and picnic areas because many misinformed visitors either feed the bears or leave food unattended. When this happens, the bears become accustomed to human food and will habitually raid campgrounds and picnic areas. Female bears will pass on this propensity for human food to their cubs, thereby perpetuating a bad habit over many generations of bears.

For park resource managers this is intolerable, both for the safety of the bears and park visitors. Also, so-called "nuisance" bears usually do not live very long. They get hit by cars along park highways, are more easily shot by poachers, or get sick from human food. They also have been known to be aggressive toward park visitors.

In a national park like the Great Smokies, which is virtually ringed by human communities and which receives over eight million visitors a year, trying to keep bears away from human food is a big job indeed.

Over the years, park bear management policy has been to relocate nuisance bears that habitually enter developed areas. However, many times these bears return to the same area, traveling hundreds of

miles by a homing instinct to return to their home ground. One bear, Bear Number 75, was captured and relocated ten times. It traveled more than 1,500 miles from as far away as Virginia in trying to return to the Smokies, before being killed by poachers in 1990.

For Delozier, relocating nuisance bears is not a pleasant experience. "For every bear that we relocate outside the Great Smokies, that bear's lifespan will be cut in half. Factors such as poaching, competition with other bears in new territory, crossing highways, eating trash food, will put these transplanted bears at high

risk of death," Delozier noted.

Park biologists began to realize that merely relocating nuisance bears was only one element of bear management. What was needed was a way to discourage bears from ever becoming habituated to human food. They embarked on a research project to determine a more effective bear management policy. They researched past bear incidents in the park. They plotted areas of highest bear/human interface. From this study the biologists determined that a major new approach to bear management was needed.

The biologists concluded that the major problem with nuisance bears involved human food garbage at night. Bears that have developed a taste for human food can be categorized as either "night-active" or "day-active."

Day-active bears are those that have lost fear of humans, bears that will boldly invade human campgrounds and picnic areas looking for human food. Unfortunately, these bears have acquired irreversible traits. The only alternative for handling them is relocation or disposal, if they are aggressive.

Night-active bears, on the other hand, still retain their innate fear of humans, which is why they look for garbage at night, when human activity is less. But as they find more human food and grow to

like it, they gradually lose their wild fear of man, and become day active.

For the Smokies' biologists, these night-active bears held the key to a new bear management policy.

The biologists reasoned that if night-active bears could not find human food garbage, the chances were very good that they would return to their natural food sources. These bears then would not become habituated to human food, and they would not pass on to their offspring the propensity for such food.

Instead of merely relocating nuisance bears, it was suggested that an aggressive campaign in the park be directed toward preventing night-active bears from becoming habituated to human food. The park decided to try an experiment.

The Chimney Tops picnic area is one of the most popular picnic areas in the Smokies, both for humans and for black bears. Located on the Newfound Gap Road below the Chimney Tops peaks, it sits above the gushing Middle Prong of the Pigeon River.

Historically, high numbers of bear encounters have been documented at the site. Consequently, it was selected as a test site. Using resource management staff, park maintenance workers, and volunteers, the picnic area was scrupulously cleaned up every day before dusk from May to September 1991. All human food was picked up and put in proper receptacles.

Next, several staff members stayed at the picnic site until dark. Using spotlights, they surveyed the number of night-active bears that came to the area. The surveyors found that 12 to 14 bears came regularly. At the approach of the humans with their spotlights, most of the bears departed into the dark forest. Two bears, however, showed only slight apprehension at the presence of the humans. For the biologists, these two represented the type of bear that was on the verge of transition from being night-active to day-active.

In essence, they had already started to lose their fear of man. These two bears were tranquilized and given a full biological work-up, which included an ear identification tag, an identifying lip

Arthur McDeade

tattoo, drawing of a blood sample, and the removal of the first premolar tooth (which is non-functional in bears).

Within 24 hours these bears were released back at the Chimneys picnic area, this time in the presence of humans to imprint a bad experience in the bear's minds. By actively chasing off wary bears, and capturing and "working up" those that were not wary, the park hoped to permanently discourage the bears of the Chimney Tops picnic area from becoming used to human activity and food.

The preliminary results of the project are promising. The number of bears having to be relocated parkwide has been reduced. Biologists say the success of the initial project is based on several factors, such as the reduced number of sub-adult bears (usually the troublemakers) in the park, the aggressive clean-up campaign at the Chimney Tops picnic area, and the fact that earlier relocations got rid of many of the prime nuisance bears from the park.

The other dimension to the problem of nuisance bears is people. At the same time that park biologists were performing their field work on nuisance bears, the park increased its efforts to educate the public by direct contacts with visitors at campgrounds, visitor centers, and through interpretive programs about the negative effects of feeding bears human food.

Posters bearing the language "Feeding Bears Kills Bears" were placed in picnic areas and campgrounds. Some people just don't listen, however.

One park neighbor has been actively feeding bears on his private property next to the park for some time. Bears can usually be found near this property, waiting for human food. And poachers know that. On Christmas Eve, 1994, one of these bears was illegally killed by a poacher near the property. It was found suspended in a tree, shot dead where it had been treed.

Biologists are now working with park management to apply new bear management strategies parkwide. By aggressively making human food unavailable to wild bears (by using new garbage containers, actively cleaning up human use areas, and by targeting night-active bears for biological work-up and aversion techniques), nuisance bears in the future may be less common.

For the two bears making the rounds of the picnic area at Cades Cove, however, the new bear management will have little effect. These two had already become firmly habituated to human food. The bears were identified as No. 119, an adult female, and No. 121, the female's yearling male. Interestingly, these two bears had been tranquilized earlier at the Cades Cove horse camp near the same picnic area, and had been relocated to the Little Cataloochee area of the park on May 29. They were back at Cades Cove on June 8. These bears had traveled more than 50 wilderness miles to return to Cades Cove in 10 days.

Back at Cades Cove, I followed the ranger with the tranquilizer gun as he moved in for a shot at the yearling. His first shot missed. The cub moved smartly, however, at the sharp explosion of the CO2 cartridge. He joined his mother and started to feed again at another table. The ranger reloaded and moved in again. This time the dart hit home. The young bear jerked quickly at the impact of the dart, and moved away. With his small body mass it didn't take long for the drug to work. Within two minutes he was down and out.

Mother bear was a different story. The dart hit her in the rear flank and we all waited for her to go out. She didn't. The tranquilizer, Ketamine Hydrochloride and Xylazine, usually works within a few minutes. Five minutes passed. Ten minutes. The bear became groggy, and moved slowly, but she was

definitely not out. She continued to move around the picnic tables, keeping a wary eye out for the ranger with the tranquilizer pistol. A full 20 minutes passed.

The rangers consulted and decided on another small dose. The ranger fired a shot from the tranquilizer gun. This time mother bear went out within a minute.

The ranger then moved in and touched the female bear with a stick to see if she reacted. When she didn't, the other rangers took measurements and weighed her.

A sizable crowd of picnickers gathered around the bears. Kids wanted to touch the young bear. A biological technician monitored the bear's condition. One of the rangers gave an impromptu interpretive talk to the onlookers about the dangers of feeding bears and pointed out that this is what happens when bears get used to human food.

The rangers quickly lifted the bears and carried them to the bear trap. The bears would be kept in a compound at the park until a final decision on their fate would be made. I found out later that since these bears had been caught before, they were transported far out of the park to the Tennessee Wildlife Resources Agency Bear Sanctuary in Carter County in upper east Tennessee.

As the mother bear was loaded and the door slammed on the trap, a woman who had been watching the whole incident asked the ranger with the tranquilizer gun, "All in a day's work, huh? Nothing to it, right?"

With a slightly mischievous smile the ranger replied, "Yeah, that's what we get paid all those big bucks for."

The ranger grinned broadly. The woman smiled back as he prepared to drive the bear away. Just all in a day's work. □

*Arthur McDade is a park ranger in the Lookout Mountain District at Chickamauga & Chattanooga National Military Park.*

# Re-Engineering: The Straight Story

By Paula Rooney  
Saguaro

**R**e-engineering is about large-scale change.

This article addresses the basics only: what re-engineering is and what it is not. In this day of many "R" words (reorganizing, restructuring, re-engineering, redesign, reinventing), it is easy to get confused. After reading the straight story, I encourage you to draw your own conclusions about where the National Park Service is going with re-engineering today.

A definition of re-engineering is "the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed." ("Re-engineering the Corporation," Hammer and Champy, 1993)

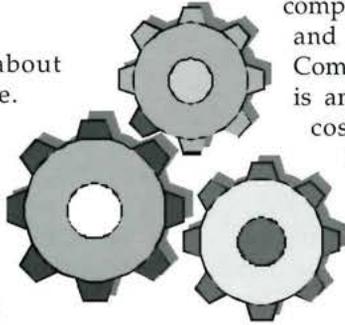
This definition contains four key words:

► **Fundamental** — In doing re-engineering, a business must ask the most basic questions such as: Why do we do what we do? Why do we do it the way we do it? Asking these fundamental questions forces people to look at the very basic rules and assumptions that support the ways an organization performs its business. Some of these rules may turn out to be inappropriate or obsolete after these fundamental questions are answered.

Re-engineering begins with a *clean slate*. There are no givens or assumptions. It ignores what is and concentrates on what should be.

► **Radical** — This means getting to the root of the matter. It does not include making superficial changes or adjusting what is already in place. In re-engineering, radical redesign means tossing out all existing structures and procedures and inventing new ways of accomplishing work.

► **Dramatic** — Re-engineering should happen when there is a need for big change not some minor fine tuning. In "Re-engineering the Corporation," the authors identify three types of companies that undertake re-engineering. The first are



companies that are in trouble and know it. Ford Motor Company in the early 1980s is an ideal example. Their costs were significantly higher than their competitors, their customer service record was abysmal and their product failure was two to three times greater than their competitors.

The second type of company is one that is not in trouble yet but management sees it coming. This company begins to re-engineer before running into a brick wall.

Finally, the third company re-engineers while it is in top condition. Its management is ambitious and aggressive. WalMart and Hallmark are excellent examples of competitive and successful companies that re-engineer while they are at the top. Why re-engineer when you are doing so well? Great organizations are never satisfied with their current performance and will even abandon practices that have worked well for something better.

► **Processes** — This is the most important word in the definition. However, it is often the hardest for managers to understand. This is because most organizations aren't "process-oriented" but rather task or structure oriented. The authors define a business process as a "collection of activities that take one or more kinds of input and creates an output that is of value to the customer." Read on for a good example.

Kodak changed its product development process in 1987 in response to their rival Fuji who had just marketed a new 35 mm single-use camera where after the film was processed, the parts were reused to make more cameras. At this time Kodak had no competitive offering even in the planning stages. If they used their traditional design process it would have taken 70 weeks to produce a similar camera! Using innovative business process re-engineering, Kodak was able to produce a 35 mm single-use camera in 38 weeks.

Whether we choose to admit it or not,

the NPS is a business that needs to use effective business processes to operate successfully and competitively. Based upon this definition of re-engineering, what are NPS "processes" that you see need to be re-engineered? Our National Park Service planning and design process is one that might benefit using the Kodak example. What about the National Environmental Policy Act (NEPA) process, the procurement process, the hiring process?

**What re-engineering is not.** Re-engineering is not restructuring or downsizing. When organizations downsize or restructure they are doing less with less. Re-engineering means doing *more* with less.

Re-engineering is also not the same as reorganizing or flattening an organization although this is not to say that re-engineering may produce a flatter organization. Organizational structures in businesses usually do not cause the problems but rather the process structures create the problems.

Most simply defined, re-engineering is *starting over* with a clean slate. □

Paula Rooney is the chief ranger at Saguaro National Park near Tucson, Ariz.

Much of the information for this article was obtained from "Re-engineering the Corporation" by Michael Hammer & James Champy, HarperBusiness, NY, NY, 1993.

Another source of information is the NPS Core Re-engineering Assistance Team. This group took an intensive two-week training course in re-engineering in September/October 1994:

Deanne Adams, Pacific Northwest RO, (206) 220-4251  
 Marie Bostic, Southeast RO, (404) 331-2610  
 Cal Calabrese, Midwest Archeological Center, (402) 437-5392  
 Lorenza Fong, Santa Monica Mountains NRA, (818) 597-1036 X254  
 Russell Galipeau, Wrangell-St. Elias NP, (907) 822-5234  
 John Gentry, Chattahoochee River NRA, (404) 399-8070  
 Deb Liggett, Devils Tower NM, (307) 467-5283  
 Patricia Parker, Preservation Planning, WASO, (202) 343-9513  
 J.T. Reynolds, Rocky Mountain RO, (303) 969-2640  
 Paula Rooney, Saguaro National Park, (602) 670-6680

## ANPR Writes to Director Kennedy About Law Enforcement at Statue of Liberty

*In January the National Park Service in the Washington Office decided to turn over all law enforcement responsibilities at the Statue of Liberty National Monument to the United States Park Police. A Park Police lieutenant will supervise a chief ranger and other rangers. There was no explanation given to the field for this sudden and unexpected change.*

*Besides a firestorm of alarm expressed through agency channels by many NPS employees, ANPR members were also concerned about this sudden apparent policy shift, as well as with rumors of further Park Police assignments to other park and field areas. The letter below was sent to Director Kennedy from Deanne Adams, president of ANPR:*

### Dear Director Kennedy:

As the newly elected president of the 1,700-plus member Association of National Park Rangers (ANPR), I want to offer our appreciation for the willingness you have shown to inform and consult ANPR on matters concerning the management of the National Park Service (NPS) and the National Park System. In particular, your speaking appearances at Ranger Rendezvous in 1993 and 1994 emphasized the management partnership you desire between all NPS employees and the American public, including NPS support organizations such as ANPR.

In this light, my letter to you today is prompted by a groundswell of member concern over the recent NPS decision to replace park rangers at Statue of Liberty National Monument (STLI) with U.S. Park Police (USPP) to manage and staff law enforcement/protection operations there. We strongly disagree with this decision, both on its merits and on the way in which the decision was made.

On its merits, it seems inappropriate to be using scarce FTEs to place USPP officers in any new NPS areas, especially when the Ranger Careers program has been approved and is now funded and well under way. These programs have finally succeeded in recognizing the professionalism and accomplishments of the NPS ranger in law enforcement. I am not commenting on the similar professionalism or competence of the USPP officers. However, park rangers have been providing effective and professional law

enforcement in the National Park System for most of its history, and by specific legislative and policy direction since 1976. The members of ANPR fully support ranger-based law enforcement as the primary tool for resource and visitor protection.

We also disagree with the way in which the decision for STLI was made; that is, without broader consultation. It first began as rumor, which was soon confirmed by a short matter-of-fact notice in the NPS Morning Report. This is not the way for an action of this sensitivity to occur, especially in these days of decentralizing management. Law enforcement in the NPS has always been a very high profile, critical, and at times divisive issue.

One common denominator in our law enforcement history has been that all major policy decisions have generally been open to agency and employee discourse. The STLI decision may have been made sincerely as one way to improve law enforcement/protection operations at STLI. Whether other options were considered is unknown, and again shows the fault of the decision process. Where and when the USPP provide law enforcement support in the National Park System is a policy debate of critical importance that should not be done *fait accompli* by the Washington Office.

ANPR members are equally concerned about further expansion of USPP influence over the management of other park ranger law enforcement/protection operations. It is rumored that the NPS may be considering establishing a USPP ranking presence in each new Systems Support Office to manage these operations at the cluster level, similar to the current USPP Captain positions in most regional offices. As trained professionals, rangers are fully capable of managing these operations. By creating and filling new senior management positions with USPP officers, the NPS is restricting the career ladders of qualified, highly motivated,



law enforcement professionals within its own ranks.

I am asking, on behalf of the ANPR membership, that the STLI decision be revisited, and that all options be fully reviewed and explained. A task force should be formed to review options and make recommendations to the National Leadership Council. At the very least, the STLI decision should be rescinded until it can be reviewed by the next chief for the Division of Ranger Activities.

ANPR has often provided and will continue to offer sound professional advice on matters of concern for the park ranger occupation and the National Park System. We would welcome the opportunity for consultation with NPS managers on law enforcement, resource management and interpretation operations.

To assist you in communicating with ANPR members, we will publish your response to this letter in an upcoming edition of our journal, *Ranger*.

We look forward to working with you.

— Deanne Adams  
ANPR president

## Write for *Ranger*

*Ranger* is looking for article proposals of interest to the ANPR readership. What would you like to see in *Ranger*? The printed word helps to provoke public discourse and form opinions and judgment. Don't rely solely on computer bulletin boards to exchange ideas.

*Ranger* is distributed to more than 1,800 addresses worldwide, including members of Congress, congressional committees/staff; the NPS director and directorate; other federal employees; major U.S. environmental groups; state park organizations; foreign park departments; major newspapers; libraries, and your peers.

Develop your proposals for articles according to these guidelines:

- A concise statement of the article's theme, title and contents.
- A brief outline or summary of the article, explaining why the article is of Servicewide consequence (or, if not, why it should appear in *Ranger*). The summary should show why this article is important and/or timely to *Ranger* readers.
- Your outline or summary of the article should be written to show your writing style. (If you aren't proposing to be the author, indicate who you think could be).
- Recommend pictures, art work, or tables that should accompany the article, along with the source.
- Include your name, phone number, address, cyberspace address, etc.

*Ranger* encourages articles relating to:

- world, national or state parks with applicability to NPS

- NPS disciplines, such as interpretation, resource management, natural and cultural resources, law enforcement, maintenance, etc. park management, general management theory and practices
- the environment, environmental law
- legislation or the legislative process as it relates to the NPS
- history of NPS, parks, processes, or related historical movements and events.
- biographies/stories of influential and/or inspirational people in NPS history
- the NPS family

Articles will be considered for publication that are lively or provocative, clearly written, timely (as to content), informative to the membership, supportive of or contrary to NPS policies, and from 500 to 5,000 words long.

We won't publish articles that are mean spirited or otherwise in poor taste; are complaints or criticisms of individuals (as opposed to positions or decisions); or are overly bureaucratic or poorly written (and hard to edit).

Send proposals to Teresa Ford, Editor, 26 S. Mount Vernon Club Road, Golden, CO 80401. You may also call or cc: Mail Tony Sisto, (503) 228-2077 or (206) 285-8342; Bill Halainen, (717) 686-3828; or one of the three vice presidents to discuss proposals.

*Ranger* is a core of ANPR communication with and beyond the membership. Please help to maintain its excellence. □



### ANPR's Second Century Club

ANPR's Second Century Club now has 36 members. Realizing life membership in ANPR is still a bargain at any price, each life member has paid an additional \$125, matching his or her original life membership fee. The additional contribution will expand the principal contained within the life account, thereby producing increased investment potential.

Membership in the Second Century Club is available to all original life members. To join, send a check for \$125 to ANPR, P.O. Box 307, Gansevoort, NY 12831. As always, payment schedules may be arranged.

#### Second Century Club Members

Phil Ward	Andy Ferguson
Paul Broyles	Cliff Chetwin
Bill Wade	Rick Smith
Dan Moses	Wendy Lauritzen
Pat Buccello	Mark Tanaka-Sanders
Bryan Swift	Jeff Karraker
Dave Buccello	Janice Wobbenhorst
Charles Farabee	Mary Kimmit Laxton
Pat Tolle	Bruce McKeeman
Glen Bean	Jean Swearingen
Bill Carroll	Ron Konklin
Phil Young	Jim Brady
Rod Broyles	Dale Thompson
Bill Pierce	Jack Morehead
Vaughn Baker	Bruce Edmonston
Kathy Williams	Rick Erisman
Aniceto Olais	Colleen Mastrangelo
Bruce Collins	Tim Oliverius

## Interview with Rep. James Hansen *(continued from page 5)*

*Hansen:* There are a few that come immediately to mind. Natural resource management, especially wildlife management. Land acquisition practices by federal agencies. Historic preservation. Heritage areas. The Presidio.

Many other issues will no doubt be brought up. We will be trying some bold things, but, after 14 years here, I understand the realities of getting legislation through the Congress and signed.

*Ranger:* As chairman, will you be changing the way the subcommittee does business? Will the subcommittee be getting directly involved in management issues? Do you foresee an evolution away from the polarization that has in the past impaired the subcommittee's ability to reach bipartisan consensus on important issues? Will there be procedural changes?

*Hansen:* Under my leadership, the sub-

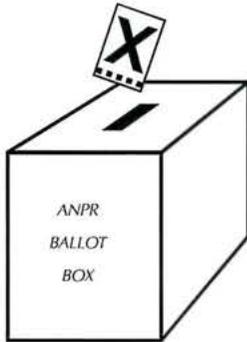
committee will be more bipartisan, less involved in micro-management of the agency, more attentive to larger issues, more sensitive to the local interests of members, and less focused on major expansion of the park system.

*Ranger:* Thank you, Mr. Chairman. □

*Bill Halainen, Delaware Water Gap, conducted the preceding interview for Ranger.*

## ANPR ELECTION RESULTS

ANPR members have elected three officers and five board members in the recent balloting. The terms are for two years, except for a one-year treasurer's term. Here are the winners:



- Deanne Adams, President
- Tina Cappetta, Secretary
- Patti McAlpine, Treasurer
- Sherry Justus, Mid-Atlantic Region
- Gary Pollock, National Capital Region
- Bruce McKeeman, Midwest Region
- Sarah Craighead, Rocky Mountain Region
- Lisa Eckert, Alaska Region

For a list of all ANPR officers and board members, with their addresses and phone numbers, see the back cover of each issue of *Ranger*.

### MEET DEANNE ADAMS

Deanne Adams brings experience as a park interpreter, interagency manager and hotel manager to the post of ANPR president. Currently she is regional chief of interpretation in NPS' Pacific Northwest Regional Office. Previously she was chief of interpretation at Shenandoah National Park.

Adams started her NPS career in 1972 as a clerk-typist in the Alaska Regional Office. She then worked as a park interpreter at Denali before leaving NPS for five years to work as a hotel manager in Yellowstone while her husband, Tony Sisto, worked as a park ranger.

Next she worked for the Park Service managing an interagency visitor center in Fairbanks, Alaska.

Adams was born in Whitefish, Mont., and grew up in the Alaskan towns of Tok, Tanacross, Palmer, McGrath and Eagle River. Her father, a BLM employee, also worked as a seasonal in Glacier National Park.

Adams' immediate ANPR goals are to establish electronic communications among members, continue the advocacy role with the new Congress, and help place ANPR in a strong position to compete for financial grants this year.



# Park Housing Gets Boost from National Park Foundation

The National Park Foundation has long recognized Park Service employees as irreplaceable human resources that make the parks live and breathe. Support for NPS employees — through the Albright-Wirth Employee Development Fund and grants — is an integral part of the NPF mission.

Now NPF is expanding this support by responding to a critical need for NPS employees — housing. The NPF board has voted to assist a major new effort to make living conditions better for hundreds of rangers and staff. It is among the Park Service's highest priorities to address employees' concerns about adequate housing. NPF, as the official non-profit partner of the National Park Service, shares this commitment.

"The Foundation and its board have always cared deeply about NPS employees and their welfare," said Alan A. Rubin, NPF president. "The Housing Initiative expands our real dedication and strong commitment to assist the men and women who work so diligently and well for the National Parks."

## Substandard Housing

An estimated 2,863 housing units located in parks — including 659 trailers — are rated substandard. NPF, together with NPS, the Department of the Interior, and partners in housing and other industries will begin by targeting six to 12 parks for real housing improvement in 1995.

Another goal is to replace all trailers by the end of 1996. NPF is marshaling the considerable talents of its board and enlisting private partners to make affordable, adequate housing available for Park Service employees.

NPF will play an active role in fund raising, obtaining architectural and engineering services, coordinating volunteer efforts, and recruiting experts in the housing, financial and development professions.

The Institute of Design at the Illinois Institute of Technology in Chicago will devote two semester-long courses to study park needs. In cooperation with the Doblin Group, also of Chicago, the Institute will develop a model of how housing

fits into the entirety of NPS needs and recommend innovative strategies to meet the challenges of NPS' next century.

Activities are also under way in target parks, led by their "adoptive" NPF board members. The Dow Chemical Co., thanks to the efforts of NPF emeritus board member Donald M.D. Thurber, recently doubled its gift to the Foundation and earmarked the donation to improve housing at Isle Royale National Park. He has also successfully established a volunteer group made up of housing professionals and others who have pledged two buildings worth \$440,000.

## House Raising at Cape Hatteras

Working with NPF board member Thomas N. Thompson, volunteers from the North Carolina Home Builders Association began construction of a new three-bedroom house at Cape Hatteras National Seashore in January. More than \$20,000 worth of labor, materials and appliances for the house were donated by the Association, and several construction and building supply companies.

Also in January, volunteer students from the University of Texas and Texas Tech University helped to rehabilitate a 40-year-old house at Big Bend National Park. When completed, the two-bedroom house will be a national working model of energy efficient, sustainable technology. Enlisted by NPF Board Vice Chairman Morton H. Meyerson, the professors and students will also

completely design and plan four housing areas at Big Bend.

Efforts have also begun in Yellowstone National Park, adopted by Bruce Karatz; Channel Islands National Park, adopted by Robert E. Wycoff; and in Rocky Mountain National Park, adopted by NPF Board Member Jack A. MacAllister, where a cooperative development arrangement with the community of Estes Park is being explored.

## Many Professions Helping

Many in the housing and appliance industries, financial and legal professions, and others are helping.

Frigidaire has donated appliances valued at \$20,000 to assist the Housing Initiative in Cape Hatteras, Everglades, Shenandoah and Great Smoky Mountains national parks.

A park concessionaire, Guest Services, Inc., donated \$50,000 to replace a trailer in Grand Teton National Park.

A volunteer log raising, organized by the Friends of Great Smoky Mountains, kicked off the initiative to improve NPS employee housing last April. The building, a 2,000-square-foot dormitory for eight, was donated by Jim Barna Log Systems. So far in FY '95, more than \$500,000 has been pledged or donated to the effort.

Call Janet Lynch, NPF vice president, housing, at (202) 785-4500 with suggestions or questions. □

## Omega World Travel

The Association has signed an agreement with Omega World Travel, headquartered in Falls Church, Va. Omega is one of the top travel companies in the United States and is the largest woman-owned travel agency in the world. All travel booked through Omega will directly benefit the Association in the form of travel credits for official Association travel or cash rebates to the Association.

Any personal travel (including transportation, car rentals, hotels, cruises, package tours and more) by members or their families, friends or acquaintances qualifies under the program.

Omega guarantees it will provide the lowest *airfare* at the time of ticketing or it will refund

double the difference. Also, if a traveler is dissatisfied with any portion of a trip, Omega will refund 100 percent of its commissions on that portion of the trip.

Omega will provide ticket delivery via overnight mail, or it can provide prepaid tickets to any airport or airline ticket office. In addition, Omega's 24-hour, toll-free number (800-US-Omega), accessible nation- and worldwide, can be used for information or difficulties encountered during travel.



Make travel reservations by calling this Omega branch office:

### Omega World Travel

12711 Shops Lane • Fairfax, VA 22033-3834

(703) 818-8848 • (800) 283-3239 • (703) 818-8822

Hours: 8:30 a.m. to 5:30 p.m. M-F; 10 a.m. to 2 p.m. (Eastern time)

## Recommended Reading

The conditions driving the NPS to restructure, re-engineer and reduce FTEs are driving similar transformations throughout government and the private sector. These conditions are discussed and analyzed in hundreds of recent books written about the nature of organizations, and how and why they change.

The NPS Office of Strategic Planning in Denver has assembled a short annotated bibliography of some of the books being widely read by Park Service employees now involved in the agency's efforts at organization renewal. These books are recommended reading for all employees who are seeking to understand why change is occurring and who are interested in becoming more involved in shaping the agency's future.

**Barzelay, Michael. 1992. *Breaking Through Bureaucracy: A New Vision for Managing in Government*.** Berkeley, CA: University of California Press.

The ideas that still dominate our public management practice are squarely rooted in the politics-administration dichotomy, a legacy of Progressive reform in the early twentieth century. Barzelay addresses the implications for the public sector of the new business managerial vision (motivating employee commitment, tapping employee knowledge, and unleashing employee ingenuity).

**Bennis, Warren. 1989. *On Becoming a Leader*.** Reading, MA: Addison-Wesley Publishing.

Leaders "are people who do the right thing," compared to managers who "are people who do things right." Bennis elaborates:

The manager administers; the leader innovates.

The manager is a copy; the leader is an original.

The manager maintains; the leader develops.

The manager focuses on systems and structure; the leader focuses on people.

The manager relies on control; the leader inspires trust.

The manager has a short-range view; the leader has a long-range perspective.

The manager asks how and when; the leader asks what and why.

The manager has his eye on the bottom line; the leader has his eye on the horizon.

The manager imitates; the leader originates.

The manager accepts the status quo; the leader challenges it.

The manager is the classic good soldier; the leader is his own person.

**Bohm, David. 1989. *On Dialogue*.** David Bohm Seminars, P.O. Box 1452, Ojai, CA 93023.

An essential feature of the dialogue group is that it is able to reveal assumptions. "The object of a dialogue is not to analyze things, or to win an argument, or to exchange opinions. Rather, it is to suspend your opinions and to look at the opinions--to listen to everyone's opinions, to suspend them, and to see what it all means." Eventually a dialogue will move beyond all these opinions, "in another direction — a tangential direction — into something new and creative."

**Brizius, Jack A. and Michael D. Campbell. 1991. *Getting Results: A Guide for Government Accountability*.** Washington, DC: Council of Governors' Policy Advisors. (202) 624-5386.

Performance accountability is "a means of judging policies and programs by measuring their outcomes or results against agreed upon standards. A performance accountability system provides the framework for measuring outcomes — not merely processes or workloads — and organizes the information so that it can be used effectively by political leaders, policy makers, and program managers. The system feeds information back to policy makers and program managers so that they not only can gauge the success of their efforts, but also adjust policies and programs when needed. A performance accountability system can also

provide useful information to program providers, consumers of services, and the public."

**Bryson, John M. and Barbara C. Crosby. 1993. *Leadership for The Common Good: Tackling Public Problems in a Shared-Power World*.** San Francisco, CA: Jossey-Bass Publishers.

Public leadership rests upon nine leadership abilities:

1. Understanding the social, political and economic 'givens'
2. Understanding the people involved, especially oneself
3. Building teams
4. Nurturing effective and humane organizations, interorganizational networks, and communities
5. Creating and communicating meaning and effectively employing formal and informal forums as settings for creating and communicating meaning
6. Making and implementing legislative, executive, and administrative policy decisions and effectively employing formal and informal arenas as settings for policy-making and implementation
7. Sanctioning conduct — that is, enforcing constitutions, laws, and norms, and resolving residual conflicts — and effectively employing formal and informal courts as settings for sanctioning conduct
8. Attending to the policy change cycle
9. Putting it all together.

**Fisher, Kimball. 1993. *Leading Self-Directed Work Teams: A Guide to Developing New Team Leadership Skills*.** New York: McGraw Hill, Inc.

Discover:

How to manage by vision and principles, rather than policies and procedures.

How to handle peers and senior managers resistant to change.

How to set goals and boundaries that change as the team matures.

**Hammer, Michael, and James Champy. 1993. *Re-engineering the Corporation: A Manifesto For Business Revolution*.**

New York: Harper Business.

The Adam Smith principle of breaking work into simple, repetitive parts served businesses well through the 19th and most of the 20th centuries, when products and services could be standardized and mass-produced for stable markets. Now the growing discontinuity of American society requires that businesses "re-engineer" themselves by recombining work into complete processes that can occur with a minimum of managerial oversight. Re-engineering empowers employees, allowing them to respond quickly to customers' diverse and changing needs. The book stresses the importance of supporting rhetoric with management systems that support teamwork and reward results.

**Osborne, David, and Ted Gaebler. 1992. Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector.** Reading, MA: Addison-Wesley Publishing.

A hundred years ago the Progressive movement transformed government in America, instituting a highly regulated and slow-moving bureaucracy that delivered the basic, no-frills services needed by 20th century industrial society while minimizing the politicians' power and personal responsibility. Today we need a more adaptable kind of government, capable of meeting rapidly changing public needs for more diverse, more responsive services while minimizing the costs of government. In this new environment governments need to empower citizens rather than simply serving them. Osborne and Gaebler chronicle the efforts of hundreds of government officials to reinvent government using methods that are also helping modern businesses adapt to change.

**Pinchot, Gifford, and Elizabeth Pinchot. 1992. The End of Bureaucracy and the Rise of the Intelligent Organization.** San Francisco: Barrett-Koehler Publishers.

The amount of clear thinking required to deal with the multitude of different customer demands, differ-

ent ethnic cultures, different technological advances, and different possible futures means that everyone in an organization must be involved. By using the "intelligence" of every employee, an organization can respond far more effectively to customers, partners, and competitors.

**Senge, Peter M. 1994. The Fifth Discipline Fieldbook.** New York: Doubleday Currency.

The fieldbook companion to *The Fifth Discipline* is a collection of theories, shared experiences, and exercises for teams and individuals interested in "learning how to learn together" as an organization. It describes the experimentation, research, and invention of hundreds of people, bringing a rich diversity of perspectives to Senge's construct of the five disciplines of personal mastery, mental models, shared vision, team learning, and systems thinking.

**Weisbord, Marvin R. 1992. Discovering Common Ground: How Future Search**

**Conferences Bring People Together to Achieve Breakthrough Innovation, Empowerment, Shared Vision, and Collaborative Action.** San Francisco: Berrett-Koehler Publishers.

A new way for organizations to apply global thinking and democratic values to achieve rapid whole systems improvement. Shows how people with diverse interests can come together to create shared vision, innovation and collaborative action exceeding what they thought possible.

**Wheatley, Margaret J. 1992. Leadership and the New Science.** San Francisco: Berrett-Koehler Publishers.

Learning about organization from an orderly universe. Use "new science" ideas to forever change your understanding of leadership, organizations, and life. A single-source summary of a wide range of new science discoveries.

*This list was compiled by the National Park Service's Office of Strategic Planning in Denver. For more information call (303) 969-7012. A longer list is available for truly ambitious readers.*



## 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**

## Belgian Ranger Seeks Visitor from U.S.



Francis Pierard of Belgium

A Belgian forest ranger has extended an invitation to an NPS ranger to visit him in Belgium this year.

Francis Pierard writes that he visited the U.S. in 1993 and was accompanied to several parks by a California state park ranger.

He wants a ranger (male or female) from the U.S. to visit the Walloon part of Belgium and learn about its forestry department. Pierard prefers a visitor about his age (late 30s) who can travel to Belgium in July or August, although May to late September is acceptable.

Pierard, who is married and has two daughters, has studied English for more than three years. He has offered to pick

up a visitor at the Brussels airport. A visitor then may stay in his home with his family.

Pierard is a forest ranger in the Walloon Region, General Direction of Natural Resources of Environment. He works eight hours daily, 20 to 21 days a month with eight to 10 days off monthly. His forest territory covers about 3,500 acres.

Every two months Pierard is on special duty with a state patrol car and covers the entire district. His job duties include forest management and law enforcement. He is secretary assistant of the International Police Association.

Pierard has suggested these offerings during a ranger's Belgian visit:

- See the forest department where he works and gain insights to the job of a forest ranger.
- Visit forest areas, arboretums, harvesting sites, nurseries and timber yards.
- Visit wildlife parks and hunting museums.
- Visit and learn about the historical aspects of Belgium, including the site of the Battle of the Bulge, Bastogne Historical Center, and Victory Memorial Museum.
- Participate in sports, perhaps swimming and jogging.
- Visit Redu, the Village of Books.
- Visit the Euro Space Camp.

Write to Pierard at 43 rue des Hêtres; 6890 Transinne, Belgium, or fax him at 32-61-655268.

For more details call the *Ranger* editor at (303) 526-1380. □

*"Our lives need the relief  
of the wilderness  
where the pine flourishes  
and the jay still screams."*

— Henry David Thoreau

### Free Book

for New ANPR Members

Through a generous donation from Karen and Eldon Reyer, new ANPR members will receive a copy of "The Making of a Ranger" by Lon Garrison. Lon's autobiographical sketch of life in the NPS "... illuminates the human devotion and dedication which has been essential ... to the formation and management

of the national parks in America ... ." It is an enjoyable addition to your "ranger library."

Simply send your membership application (see inside back cover of this publication) and dues to ANPR and write **RANGER BOOK** on your application. Only those indicating interest will receive the book.

Hurry! Supplies are limited.



## The Professional Ranger

### Emergency Services

The Service completed a revision of NPS-51, Emergency Medical Service guidelines, last year. The revision was forwarded to the department's medical director, Dr. Mariano Pimentel, for review and approval. However, Pimentel retired last Oct. 1 without approving or signing the guideline.

In an unusual move, Robert Garbe, acting administrator of the Department of the Interior Medical Service Division, is conducting a comprehensive review of the document. He is using the review to learn more about the NPS program and to reduce the size of the guideline. Jimmie Lee, WASO emergency services coordinator, expects the review to be done in May or June.

A new basic emergency medical technician curriculum is being introduced nationwide as the result of a U.S. Department of Transportation contract. This year's appropriations included funding for new curriculum development for the EMT-intermediate and EMT-paramedic levels, as well.

In addition, NHTSA staffer John Chew, a former park ranger, reports that he is working on a national EMS agenda.

To accommodate these changes, the revised NPS-51 will likely incorporate "current" DOT standards for first responder, basic EMT, EMT-intermediate and EMT-paramedic. Thus, the guideline won't have to be changed as the curriculum changes. The guideline also will incorporate current American Red Cross standards for first aid courses, as well as current Red Cross and American Heart Association CPR standards.

**Search and Rescue** — For those following the debate on charging for search and rescue, this action has been approved for Denali. Beginning this year, climbers will pay a \$150 registration fee, which will offset some of the costs of safety education, environmental cleanup, high camp operations and high altitude acclimatization for staff. The program includes an improved preventive SAR/education component, as well as a required 60-day advanced registration.

The Winter 1995 issue of Response magazine includes an ad for personal

locator beacons (PLBs), although it states that the devices can't be sold until FCC approval. Several Alaskan parks, where personnel travel into isolated and rugged areas are experimenting with the use of PLBs.

Although the PLB may provide earlier notice of a problem, many SAR responders fear that the device will encourage unqualified or unprepared backcountry travelers to get into problem situations, knowing that they can call for help. In addition, the similar program for aircraft (ELTs) has a false alarm rate of nearly 98 percent.

—Greg Stiles  
Shenandoah

*Editor's note:* Bill Pierce, the author of the preceding column for several years, has decided to step down. Many thanks to Bill for his service to ANPR, and for keeping members informed of the status of emergency services in the NPS. Welcome, also, to Greg Stiles of Shenandoah National Park who has volunteered to take over this column.

### Interpretation

WASO Chief of Interpretation Corky Mayo is back at work now and had this news to share.

Kimberly Ann Valentino, chief of interpretation at Northwest Alaska Areas, was awarded the 1994 national Freeman Tilden Award for highest achievement and creativity in interpretation. The award was presented at the National Association for Interpretation's (NAI) annual interpretive workshop.

At the NPS agency meeting held during the NAI workshop, Sequoia Awards for long-term contributions to interpretation were presented to Dick Cunningham, Western Region chief of interpretation; Ron Thoman, chief of interpretation at Yellowstone, and Jim Brady, superintendent at Glacier Bay.

An Interpretive Futures Conference was held Feb. 13-17 in Denver. The primary purpose was to determine how the work of interpretation and cooperating associations will function in the new Intermountain Field Area. About 110 participants from RMR, MWR and SWR attended.

Although secondary to the meeting's central focus, other issues also were discussed. Included were the new interpretive training curriculum and the master interpreter concept.

In early February Mayo met with mem-

bers of the Natural Resources, Cultural Resources, and Operation and Management directorates to formulate a National Park Service education strategy. The meeting's focus was the creation of an NPS education package for FY 97 and ways to improve interaction among the three directorates in contributing to and designing education programs.

Roy Graybill, Servicewide volunteer coordinator, has retired and all VIP policy questions should be directed to Bob Huggins at (202) 523-5270.

In addition, due to Graybill's retirement, the training moratorium, and a general need to look at the overall black powder program, the Historic Weapons Firing Safety Certification Course won't be held this year. Certifications for those who require extensions through Sept. 30, 1996, will be sent to the individual black powder safety specialists.

Sandra Weber, cultural resources interpreter in WASO, and Don Steiner of Fort Washington will work with a team in reviewing the current course for black powder demonstrations and developing a new one. An important component will be assuring that standards and guidelines for historic weapons firing demonstrations are uniformly applied throughout the System. A listing of certified black powder safety specialists has been sent to the regions.

The new Comprehensive Interpretive Plan guidelines, written by Connie Rudd, Russ Smith and Cynthia Kryston, went out for final review in February. When all comments have been received and addressed, the comprehensive planning program will be implemented System-wide. If approved as written, the annual portion of the plan will replace the Statement for Interpretation.

The Annual Interpretive Program Report (10-769) is being revised and computerized so that by FY 96, data will be sent directly to WASO. We should count on using the current form for the AIPR, as well as our current SFIs for the rest of this year.

—Barb Maynes  
Olympic

### Protection

**News from FLETC** — Paul Henry, NPS representative at FLETC, says the center has completed issuing M-16 rifles to the field, a total of 710 in the past three months.

The newly formed two-week resource protection training started in late January at the center. Two rangers from each region attended, while Alaska sent three.

Henry hopes to take the training on the road to both the western and eastern U.S.

Only two federal law enforcement agencies at FLETC — the U.S. Border Patrol and the National Park Service — require their students to wear protective vests while engaged in practical exercises.

**DARE (Drug Abuse Resistance Education) and the NPS** — By last fall there were 68 protection rangers who also served as DARE officers in more than 50 NPS areas. Included were Yosemite, Grand Canyon, Yellowstone, Glacier Bay, Delaware Water Gap, Olympic, Coulee Dam, Craters of the Moon, Great Smokies, Haleakala, Death Valley and Lassen. For more information call me at (509) 633-1253. This is an outstanding way to sculpt and educate our future generations about the environment, decisions and violence — all at the same time.

— Steve Clark  
Coulee Dam

### Resource Management

► The **National Biological Survey (NBS)** quietly became the **National Biological Service** in January, perhaps in an attempt to ward off fears of federal biologists violating private property rights and entering backyards looking for (or maybe planting) endangered species. At least the acronym hasn't changed. The NBS is on the chopping block as an adjunct to the "Contract With America." Thus far, threats to kill the agency remain rhetorical, although it may be highly vulnerable through the budget process.

► The leadership crisis I've so often written about in this space may finally be over. NPS associate directors have finally been named for Natural Resources (Mike Soukup of Everglades) and Cultural Resources and Partnerships (Kate Stevenson of the Mid-Atlantic Regional Office). Soukup has expressed interest in penning a guest column in *Ranger* sometime in the future, and I'll be making the same offer to Stevenson. Best wishes to Denny Fenn, so long the acting associate director for natural resources, who became the NBS western regional director

(Seattle) in February.

► The final report of the Ad Hoc Working Group on Natural Resource Management in the NPS (see *Ranger*, Winter 1994-95) was presented to Director Kennedy in late January.

I was among the people selected to brief the director and Assistant Secretary Frampton on Feb. 15. Support appeared to be strong.

During the weeks the group deliberated, however, the new clusters were flexing muscles across the Service and defining roles, functions, and numbers of bodies to be in system support offices. In almost all cases I have heard about, natural resource programs (as well as many other programs) were proposed to be cut severely. The fact that this was contrary to Frampton's conditions for approval of the NPS restructuring plan seems to have been ignored as the momentum for radical change has been building. How the director and assistant secretary reconcile the ad hoc group recommendations with SSO plans (and FTE limitations) will be worth watching.

Highlights of the ad hoc recommendations:

► Fully support NR-MAP and the director's stated goal of doubling natural resource management staff in the agency by the year 2000.

► Natural resource management considerations, and natural resource managers, should be at the table and part of all major park decisions.

► Increase the *minimum* staffing levels to support cluster operations to 11 FTEs in order to meet the core natural resource management program areas identified in the report.

► Establish two positions in each field director's office: an associate director for natural resource management and a research adviser. It was emphasized that these are distinct functions and require two different people. This would have the added benefit of creating a ladder position for senior resource managers in the NPS who currently can't compete for Servicewide leadership positions in natural resources (e.g. the associate director).

► Encourage, support, and accelerate the efforts of the Resource Careers Subcommittee to assure the professionalization of resource management po-

sitions in the NPS.

► Provide opportunities for management development and access to management jobs for resource managers with the aptitude and interest in park management.

► Insist that the NBS develop procedures *with* the NPS to identify and address park research needs; the process should be tied to our resource management plans.

► NPS and NBS should jointly develop a budget initiative to establish NBS field stations in all NPS units with "significant" natural resources.

If you want a copy of the report via cc:Mail (about 95,000 bytes), send me a message or call me at (703) 999-3491. □

— 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

With a new year and new leadership, it's time to evaluate how we need to communicate within and outside of our organization.

As high-tech communications advance, ANPR must keep up to speed on the information highway. A few years ago, immediate communication was unthought of as a common tool.

We will continue to work on the implementation of networking. *Ranger* Editor Teresa Ford will be the first benefactor of cc:Mail when it is up and running. This will give her the opportunity to streamline the publication, deal quickly with contributors, and receive late-breaking information in time.

Roberta D'Amico and I will be working with regional reps and task group leaders to effect clear lines of responsibility and to eliminate duplication. Through the efforts of interested members, we will work to increase NPS work force representation in ANPR.

We must take advantage of all skills and strengths available to us. We must consider the array of experience represented by our retiree members. We can use it and the Service could do well to seek assistance in these unsettled times.

In exchange for the sweat equity, we must be sure that we clearly work for the mission of the Service by addressing the aspirations and needs of its employees.

If you raised your hand at Rendezvous, or volunteered during one of the workshops, please come forward. There is much personal satisfaction and value in working with ANPR.

This is your chance to be on a task force or special work group, or show what you can do. Volunteer work as varied as ANPR offers can be a big boost to the experience block on your resume.

You may find opportunities that you will never have in your daily job. You will broaden your contacts and knowledge. You couldn't work with finer people, and unlike your everyday position, you can choose your co-workers.

Look on the back page of *Ranger*, find an interest and call.

— Jeff Karraker  
Capulin Volcano

### Vice President, Professional Issues

The Winter issue of *Ranger* had a lot about re-engineering and restructuring. This issue is dedicated to change. I figure you are interested in hearing about something else.

I will focus on an internal issue:

► The role and function of this office. I started defining the role as I saw it on the 1993 ballot; it was further refined in ANPR's Action Plan. Here is an outline of the current roles and functions:

- Professional issues are those that affect the professions of rangers (RM, I, VS, P) and administration; and loosely fit under the headings of resource stewardship and visitor service. We will cover other professions, such as concessions, if interest is expressed, but will rely on ANPME to cover maintenance concerns.

- The vice president for professional issues will:

- help build the ANPR community by providing a focus on professional issues and maintaining a variety of avenues for member involvement.

- provide an ANPR focus for "career futures" initiatives and other changes in the professions;

- appoint a deputy and a steering committee, whose functions are issue identification and focus, formulation of objectives, alternatives and member-driven rec-

ommendations;

- communicate ANPR's involvement status on professional issues to the board and membership and, as directed or delegated, communicate ANPR's views/positions to others outside of ANPR;
- draft position papers dealing with professional issues.

In random order, other things of note:

► A couple of unintended results to the Ranger Careers initiative may be emerging. First, some small and medium parks report filling vacant 025 Ranger positions with lower graded, non-025 positions (e.g. information specialist). If this is an honest effort to use position management to enhance the park's ability to meet its mission, it is a proper use of personnel management tools. If, on the other hand, this is being done with the sole purpose of balancing the budget, without regard to the needs of the park's resources and visitors, it may be inappropriate. Second, the cumulative impact of budget, cost of background investigations, and other indirect Ranger Career effects, may be eliminating seasonal law enforcement rangers in small/medium parks. We would like to hear more about this.

► ANPR mailed a two-page position paper to the Director on re-engineering and restructuring. At least 30 members



## Seasonal Insurance



The Association of National Park Rangers 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, D.C. 20037, or call toll-free (800) 424-9883.

*All plans are not available in all states. Please contact Seabury & Smith or the ANPR business manager, (518) 793-3140, for details.*

were involved in drafting it.

► A "Thinkbook" (workbook) will be released in April to introduce and guide people through the Compelling Stories concept. Contact Connie Rudd at (303) 969-2630 for more details.

► **Administration Futures update:** Draft GS-341-5/7/9/11/12 benchmark P.D.s should have been ready for field implementation in February. Other administrative series, described at multiple grades, will follow. A recruitment plan should be completed this spring. As with other career fields, administrative competencies are being identified as part of the re-engineered training program. A career track brochure is being developed to aid in career planning. Although there are no plans to reprogram funds for upgrades, PAY/PERS data are being compiled and reviewed to determine Servicewide impacts. And data are being compiled from 1994 and 1995 on turnover rates in administration, to help assess budget and training impacts.

► I am interested in compiling a catalog of local work restructuring success stories — *real* changes and innovations. If you know about, or have been involved in an effort to "do the right things right" through restructured, eliminated, re-evaluated, or partner-shipped work, please type it up. Include: a) job task or program, b) previous method(s), c) re-engineered method(s), d) costs, time or personnel savings, and e) positive and negative impacts to resources or visitors. We will share this informal catalog with interested parties, including the Servicewide re-engineering committee.

► I am interested in seeing if there is a need to develop a lateral transfer list. Details such as meeting qualifications, transfer costs and supervisor approvals, would have to be worked out between the individuals and parks involved.

In order to proceed, we need someone who can develop and manage a database and respond to requests in a timely manner. Interested persons should contact Dan Moses (DINO) or me.

► In late January, the NPS began a project to examine and restructure the

ONPS budget process. At this writing, no further details were available, other than the Office of Strategic Planning is directing the project. Anyone interested should contact me.

► The Park Service will sponsor another CISD Peer Support training in Tucson in May. If you are interested in the program and especially if you are in a non-protection field, please consider attending. A diversified representation in this program will strengthen the Service's ability to respond to all employees' needs.

— Ken Mabery  
El Malpais

### Business Manager

I received a phone call from a former member wishing to rejoin ANPR after a lapse of about 18 months. He asked the membership cost and how to get missed issues of *Ranger* magazine. What a pleasure to tell him the dues hadn't changed.

I thought I would take the opportunity to reinforce this fact and inform you of some changes potentially effecting the delivery of your *Ranger*.

ANPR works very hard to keep the cost of doing business at a minimum while maintaining its expected quality of service. This isn't an easy task. There are many uncontrollable costs that force ANPR to make choices. Surprisingly, the splashy new look of *Ranger* was a relatively inexpensive improvement. We have been able to offset some costs by ordering less magazines after we found a generous number remained with each issuance.

One area in which we have little control is that managed by the U.S. Postal Service. Recent increases in postal rates will have some effect on mailing costs, but the biggest shock is the increase in the cost of address correction.

The post office does not forward bulk third class mail, is not required to return it to ANPR unless requested, and then returns the *address label only*. Due to the transient nature of our membership, ANPR has paid the 35-cent per piece of returned mail just to insure our members don't get shortchanged by a postal regulation.

The cost of address correction now has jumped to 50 cents. Former procedures guaranteed members received *Ranger* by mailing a second magazine when the first was undeliverable. ANPR has taken this responsibility for many years, but is now forced to ask the membership's assistance.

Please make every effort to change your address with ANPR as soon as you know you are going to move. A temporary address is fine. We will still pay for the address correction to make the immediate changes to our records, *but we will no longer forward a magazine to permanent employees unless requested.*

Unfortunately, I can't promise that we will have sufficient quantities to grant your request. I would like to continue to provide this service to seasonals, and will monitor these numbers in the next year as well as the effect of the increased cost of address correction.

— Debbie Gorman  
Saratoga

### Southeast Region

Recruitment! That's going to be the word around the Southeast Region in 1995. Let's continue what we are doing that works and also try new things.

Have you ever thought about having a park ANPR "theme" potluck night or a spring break party and invite the seasonals or other non-members? How about marking a date on your calendar every time you hear of new employees coming onboard and make it a date to go and talk with them about what we are all about? Let me know what works (and doesn't) so we can pass it on to other folks.

Every park now has a park rep. At some parks its the only member we have at that park. Remember, there are 55 parks in the southeast region and we have members in 38. Let's go for 55 parks and spread the wealth (and work) around. If you are a park rep and plan a transfer, please try to recruit someone to take your place and let me know who this person is.

The next thing on my ANPR agenda is to attend the board meeting in March or April. If you have anything you want me to discuss at this meeting, give me a call. After the meeting I plan to send out another SER "News" and share the information with you from the meeting.

— Darlene Koontz  
FLETC

## Midwest Region

The election for Midwest regional representative was very close. I appreciate Don Wollenhaupt's willingness to run and offer members a choice. The new board of directors is preparing for a meeting in March to deal with issues before the new fiscal year starts in April. If you have any issues you want the board to address, please let me know. Even though the board only meets twice a year, we communicate regularly and can bring action items forward for consideration.

I have identified or assigned a park representative in each park that has members, and these were detailed in the letter I sent in January. These park representatives will receive the Situation Report as I receive them, and they are responsible to share it with the other members in that park. We need to make a concerted effort to retain members, recruit new members and become involved in the operation of the Association.

The next Rendezvous is in St. Paul, Minn. This is *our* Rendezvous and we need people who want to be involved in the development of the program and assist at the Rendezvous. Please let me know if you will be able to help. Otherwise, plan on attending.

— Bruce McKeeman  
Voyageurs

## Western Region

I am anxiously looking forward to working with the Association's new president and board members. We need active participation from every member to make ANPR the most successful organization that it can be. I will be attending ANPR's mid-year board meeting this spring and would like to hear from you about issues that you want the board to address.

I am still recruiting park representatives from many of the Western Region parks. By volunteering to be a park rep, you can help transmit current information about ANPR activities to other members in your park. You can also help to recruit new members and retain existing members who sometimes let their memberships lapse.

Please call or write to let me know your concerns and interests.

— Meg Weesner  
Saguaro

## Pacific Northwest Region

I've begun sending the *ANPR SitRep* to all park reps, so you should be seeing them. Let your park rep or me know if you haven't had one routed to you.

Next fall will mark the close of my second term as regional rep for the Pacific Northwest Region. It's been a great experience, but I won't be running again. Please start thinking now about who you want to serve as your next rep. I know that the next Rendezvous and election seem far away, but now is the time to start looking for good nominees. Call me if you'd like to know more about the role and responsibilities of the position.

— Barb Maynes  
Olympic

## Alaska Region

I filled out and mailed my ANPR ballot from Los Angeles Airport as I headed south to Mexico for Christmas. Three weeks later and 120 degrees colder, I returned home to holiday greetings and phone messages. A three-word message from Deanne Adams told me "I got it."

I've had a lot of help and reminders from Rick Mossman, Sandy Kogl, Tom Habecker and Diane Jung to continue this region's tradition to meet in Anchorage during the week of the annual law enforcement refresher because so many folks are in from the bush. We'll do just that at Diane's house in early February.

I hope to conclude the meeting by challenging each of us to bring in one new member. I recruited (and bought) a membership for a seasonal spending the winter volunteering for Denali. Welcome Mike and Sue Wilson. Membership also was a hot topic in National Capital where I moved from almost a year ago. I challenge a longtime friend and another new ANPR rep, Gary Pollock, to meet or beat our region's membership drive. So Gary . . . is your region up to it?

— Lisa Eckert  
Denali

## Dual Careers

The new Employee Handbook, with information on dual careers and worklife issues, will be printed shortly, thanks to hard work by the Worklife Issues Subcommittee of the Careers Council. Please take the time to review this new publication and use these new tools.

We're hearing more success stories from dual career couples who have used some of these new tools.

For example, a couple recently was experiencing some problem finding adequate daycare, and flexiplace (working at home in this case) was not an option. When in contact with another site's superintendent, an opportunity arose to mention the situation and inquire about job options. An agreement was reached that addressed the daycare with a flexiplace position (with a downgrade), provided a lateral for the other employee to a desired position, and allowed the NPS to retain two long-term, skilled employees. More and more managers are realizing that accommodating dual career couples can be a win/win situation.

The Office of Personnel Management has a computer bulletin board system called "OPM Mainstreet Bulletin Board." It has several dual career and worklife related forums. My source uses ProComm software, although other types may work. The number is (202) 606-4800.

Remember that we have copies of the NPS Dual Career Policy, a listing of park Dual Career Contacts. In a few months we may have copies of the new NPS Dual Career Handbook. Let us know if we can provide you with these or other information related to the worklife venue.

Write us with your successes and problems related to dual careers and we will publish sanitized versions that may help other dual career couples. Also, don't forget to send comments on a possible broadening of the scope of our committee to encompass all worklife issues.

— Rick Jones

## Retirement Committee

**Congressional Considerations on IRAs & Punitive Taxes** — As you know, I have been advocating the use of IRAs in addition to the Thrift Savings Plan as a savings vehicle for retirement. There is now increasing recognition in Washington that expanding IRAs would provide even more help to individuals in meeting their retirement needs. The President has proposed an expanded IRA and it is also one of the top 10 priorities in the Republicans' "Contract with America."

The expanded IRA will eliminate the current discrimination against spouses who stay at home and do not earn outside income. Because these individuals (most of whom are women) do not get a pay-

check, they are not eligible for the same \$2,000 IRA contribution as those who work outside the home. This IRA will give all Americans a retirement plan they can take with them as they change jobs. It will also eliminate the nondeductible IRA for couples making over \$50,000 and singles making over \$35,000. All this and more would encourage and increase savings and investment over the long term and produce a large tax revenue gain when IRA assets are distributed at retirement. The elimination or reduction of capital gains taxes are also on the table.

Another bill, H. R. 2717, will repeal the federal inheritance and gift taxes. The inheritance tax, as it is now written, confiscates between 37 percent and 55 percent of

a family's after-tax savings. I personally know of ranches, farms, homes and small businesses that had to be sold to pay inheritance taxes. It would eliminate the \$10,000 annual limit on gifts. These unfair taxes only raise less than 1 percent of the total federal receipts (in 1992), yet they account for enormous amounts of economically useless lawyers' and accountants' time and expense, as people construct trusts and all manners of legal devices in order to avoid the tax.

I encourage you, your families and friends to ask your congressional representatives and senators to pass these very important bills. It could mean increased income in your retirement years. □

— Frank Betts

# Help ANPR with 20th Anniversary Book

Highlights of ANPR from 1977 through 1996

## Needed:

-  Photos
-  Book Title Ideas
-  Illustrations
-  Story ideas

*Sure to be a collector's edition!*

Available at Ranger Rendezvous XX in Corpus Christi, Texas, in Fall 1996.

Winning title announced at Rendezvous XIX in St. Paul this November. *Send title ideas by Sept. 1, 1995.*

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

**Mail photos** (black and white or color, prints or slides), sketches, cartoons or other illustrations/graphics to: Dave Lattimore, Hodgdon Meadow

Ranger Station, Yosemite National Park, Groveland CA 95321; work phone, (209) 372-0350, or home phone, (209) 379-2737.

**Mail book title ideas**, design suggestions, general comments, other information to: Mike Ebersole, P.O. Box 292, Grand Canyon, AZ 86023-0292; work phone, (602) 638-7878, or home, (602) 638-2597.

*All submissions become the property of ANPR.*

Include name, address and phone number on all submissions.

# International Ranger Federation

The first International Ranger Federation World Congress at the Kasprovy Hotel in Zakopane, Poland, is approaching quickly.

Here is an update:

The core conference agenda is scheduled for May 22-26, but other meeting opportunities will be available on the weekends before and after.

A contract was signed in December with Eko-Tourist, the Polish organization that will serve as IRF's agent within the country. Eko-Tourist was selected because it will be able to provide local expertise and contacts, and, more importantly, make it possible for us to get around the 23 percent value-added tax that would be charged on all our transactions as a foreign-based organization. They are also our intermediary with the management of the Kasprovy Hotel.

A conference office has been opened in the United Kingdom to make necessary arrangements regarding bookings, travel, conference management and related matters. IRF has hired Christine Richmond as the overall conference manager (IRF Congress Office, Parsley Hay, Hartington, Derbyshire, SK17 0DG, England; Phone: 44-298-84855, fax: 44-0-298-84955).

Richmond has extensive experience in organizing international conferences and already has completed much of the groundwork for the conference. She went to Poland in December to examine facilities, work out the final details of the contract, and establish an on-site office at the Kasprovy. Questions regarding travel or other arrangements should be directed to her at the above numbers.

The program is still under development, but is based on these themes — resource management, human management and balancing the two. A host of international speakers are scheduled, including Alan Fox from Australia, who is well regarded for establishing ranger training courses with the aborigines. In addition, Interior Secretary Bruce Babbitt has indicated his interest in attending, depending on his schedule. Dr. Richard Leakey, who was previously scheduled, won't be able to attend. A number of rangers and park professionals will



present papers on the three themes.

**Conference brochures** and registration forms were sent out to member nations in December. If you want one, please contact Bill Halainen (4032 Conashaugh Lakes, Milford, PA 18337). Although the registration deadline on the booking form is Jan. 31, with final payment to be made by March 15, IRF will take bookings *at any time* up to the conference itself. Prospective attendees shouldn't be put off by that deadline.

As of late January, we've received about 45 bookings from these nations: Brazil, Bulgaria, Central African Republic, Chad, England, Germany, Guinea, Kenya, Latvia, Papua New Guinea, Poland, Scotland, Sweden and the United States.

Several are dependent on financial assistance. Scottish National Heritage will provide \$15,000 for Scottish and Eastern European rangers to attend.

We still are seeking assistance from the private sector. Several possibilities are being explored, but we have received many rejections. If you know of a potential contributor, please contact Tony Sisto, (206) 285-8342, immediately.

We have received potential or actual support from several airlines for those needing assistance to get there. British Airways will provide two seats, Air Seychelles will provide one seat at its lowest possible rate, South African Airlines will provide seats to South African rangers at its lowest possible rates, and American Airlines may provide assistance to rangers from Central and South America if enough U.S. rangers fly to Poland on their flights. The airport at

Krakow will close soon for repairs, so travelers must fly to Warsaw and take the train from that location.

Given the difficulties of organizing an international meeting, particularly for a new association with limited funding, we have made great strides in a short time period. The emphasis now is to get as many people as possible to the congress.

**Funding is critical** in order to offer assistance to rangers needing help in getting to Zakopane, so we again ask that you let us know of any potential contributors.

Four organizations have joined the federation since last fall — the California State Park Rangers, the National Park Rangers Association of Western Australia, the Ecologist Youth of Romania and the Associacao Portuguesa de Guardas e Vigilantes de Natureza. A complete list of members, with the addresses of principal contacts, is on the next page.

We have also contacted rangers, wardens and conservationists doing ranger-type work in a number of other countries, including Canada, the territory of Victoria in Australia, Germany, Iceland, Jamaica, Latvia, Nepal, Russia and Venezuela — the latter through the organizational assistance of Barbara Goodman.

On another front, IRF is working on its first publication. Scottish National Heritage will fund an IRF-commissioned case study, "Rangers as Educators," which will be prepared for review and discussion at Zakopane. This could lead to an IRF handbook for rangers as educators. The concept has the initial support of IUCN, which may provide future funding.

Interest in IRF is growing, and we hope that the congress in Zakopane will be the catalyst to making it a full-blown international ranger organization. □

— Bill Halainen  
Delaware Water Gap

## List of IRF Members

### England and Wales — Association of Countryside Rangers (renamed in 1993 as Countryside Management Association)

Chairperson: Declan Kelley, 82 Grove Road, Beccles, Suffolk, England. Phones: 0502-716614 (home), 0603-610734 (work)

IRF Contact: Gordon Miller, Fold Head Cottage, Grindsbrook Booth, Edale via Sheffield, S30 2ZD, England. Phones: 0433-670210 (home), 0433-670216 (work and fax)

### Scotland — Scottish Countryside Rangers Association

Chairperson: Richard Smith, 4 Linsey MacDonald Court, Dunfermline, KY 12 7 TS, Scotland. Phones: 0383-735193 (home), 0383-725596 (work), 0383-703406 (fax)

IRF Contact: Bob Reid, 6 Riverside Road, Larkhall, Lanark, ML 9 1NH, Scotland. Phones: 0698-884083 (home), 0698-266155, ext. 31, (work), 0698-252925 (fax)

### United States — Association of National Park Rangers

President: Deanne Adams, 3009 13th Avenue West, Seattle, Washington 98119-2021, USA. Phones: 206-285-8342 (home), 206-220-4251 (work), 206-220-4160 (work fax)

IRF Contact: Bill Halainen, 4032 Conashaugh Lakes, Milford, Pennsylvania 18337, USA. Phones: 717-686-3828 (home and home fax), 717-588-2430 (work)

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IRF Contact: Mike Lynch, P.O. Box 292010, Sacramento, California 95829-2010, U.S. Phones: 916-558-3734 (work), 916-387-1179 (fax)

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Thomas Hannson, Stenhuvuds National Park, S-27735 Kivik, Sweden. Phone and fax: 46-414-70677



## All in the Family

### Adoption Presents New Challenges

By Jane Anderson

Have you ever been faced with choosing between your career and your family? It's a difficult dilemma.

When I was asked to do an article about family issues, I thought it somewhat ironic, because 10 or 12 years ago I could never have imagined myself as part of a dual-career, one-job couple, let alone the mother of a 1 year old.

Things change, don't they? Maybe you've never imagined some of these situations for yourself, but they could be just around the corner. By sharing some of these experiences you may find you won't have to face one of them alone. This column can be the place to network, to see how others dealt with a crisis, and to enlighten supervisors and managers about ways to assist employees.

In 1992 Will and I decided we wanted to expand our family by adopting a child. Whew! The positive result is our son, William Zachariah Morris, born Jan. 7, 1994. We met him Jan. 15. His adoption was finalized Jan. 12, 1995.

Adoption in the United States can be an emotional roller coaster. There isn't enough room here to explain all the ways to a successful adoption. However, if you want to talk about the process, feel free to call us.

**A number of work-related** issues arose. When do you discuss your plans with co-workers and supervisors? Who covers for you when you are suddenly called away? Who stays at home to take care of the child? Can you afford to take leave without pay? Can you balance the stress of the job and the stress of the unknown situations that occur? As a female manager, how would my decision to take leave for several months affect my career?

Fortunately for us, supervisors were very supportive and excited. I told my immediate supervisor our intentions when we first had positive negotiations with a birth mother willing to place her child for adoption. But I didn't tell my staff until two weeks before the expected birthdate to spare all of us lots of

questions and expectations. That way we could discuss who would take care of things while I was away.

As it turned out, our "sure thing" fell through. My staff was wonderful and supportive but I knew they experienced some of my pain. A month later we received news of Zach. I left the office that afternoon and didn't return for three months. I used every hour of my accrued annual leave and comp time, an agreement Will and I made because I had months of leave and he only had a few weeks, which he depleted when we went to Texas to pick up Zach.

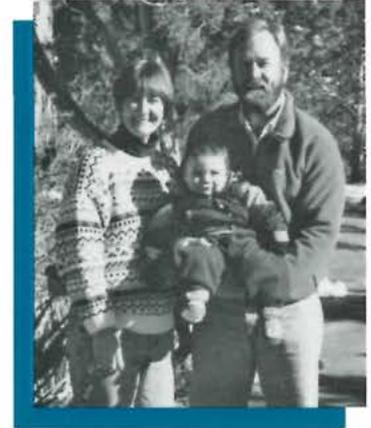
**We were eligible** to retain our jobs and take unpaid leave under the Family and Medical Leave Act, but we wanted to retain our pay. We had to use annual leave for all adoption-related absences—meetings with attorneys or social worker visits. We also took leave for his medical appointments.

Now, thanks to the Federal Employees Family Friendly Leave Act enacted on Oct. 22, 1994, federal employees may use sick leave for adoption-related purposes, including appointments with adoption agencies, social workers, attorneys, court proceedings, required travel and "any other activities necessary to allow the adoption to proceed."

Some of these activities will probably need to be challenged, such as meetings with prospective birth parents and time initially spent at home with an infant. Female federal employees have been allowed to use sick leave during maternity leave because they are physically recovering from the birth.

**That isn't the case** for adoption, but obviously that infant needs parental care at the beginning just as your own biological child would. This Act also provided for substitution of sick leave for annual leave if an employee adopted a child between Sept. 30, 1991, and Sept. 30, 1994. Will and I are the "test case" and we are in the process of requesting that substitution.

The Federal Employees Family Friendly Leave Act also permits the use of sick leave to provide care for a family



Jane Anderson and Will Morris  
with son, Zach

member as a result of the family member's physical or mental illness, injury, pregnancy, childbirth, medical, dental, or optical exams or treatments. Sick leave may also be used to make arrangements as a result of a death of a family member or to attend the funeral of a family member. If you are a full-time employee and maintain a balance of at least 80 hours of sick leave, you are able to use up to 104 hours of sick leave during the year for these purposes. To get all the details of this act, check with your personnel office for a copy of Personnel Management Letter No. 95-1.

Our experience with adoption and our careers was a positive one. That may not always be the case.

**Supervisors must be willing** to maintain flexibility because sudden departures are common. What may work for you may not work for others.

I found some comfort during those dark days in sharing our concerns with another NPS couple who had adopted. During their days of waiting they said they also felt reluctant to talk about the experience with co-workers or bosses due to the uncertainty, but I would urge you to talk to someone about the trials and tribulations of adoption that you may encounter. We're available. □

*Jane Anderson, former site manager at Great Falls Park, Va., presently is on a permanent intermittent appointment and living in Cortez, Colo. She is available for training and/or special projects and is seeking a full-time appointment in the Four Corners area. Her husband, Will Morris, is chief of interpretation and visitor services at Mesa Verde National Park. Home phone: (303) 564-9710.*

Please send news about you and your 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.

**Brad Bennett** (GRCA 91-93, seasonal interpreter), who worked as a weekend volunteer at Santa Monica Mountains, now is the full-time coordinator of the volunteer program for Mountains Education Program. It is a non-profit partner of NPS in Franklin Canyon, the eastern gateway to Santa Monica Mountains NRA. Address/phone: 2117 Fair Park Ave., Eagle Rock, CA 90041; (213) 258-6031.

**Tom Bradley** (CAHA 73-74, CHOH 74-76, CACO 76-78, SEKI 78-81, CHRI/BUIS 81-88, STLI 88-95) is the new assistant superintendent at Cuyahoga Valley. He held a similar position at Statue of Liberty. Phone: (216) 526-5256.

**Jeffrey Collins** (INDE & EDAL 84-91, LOWE 91-94 seasonal at OLYM, ISRO, BRCA, GOGA) is the new GS-11 chief park ranger at Hopewell Furnace NHS. Previously he was a GS-11 park ranger, volunteer coordinator at Lowell NHS. His wife, **Toni**, (VAFO 77-80, INDE 81-86) will leave her position as director of the Danvers (Mass.) Historical Society.

**Tom Graham** ((BLRI 68-69, CUGA 69-71, DEWA 71-74, FLETC 74-77, LAME 77-84, OZAR 84-91) left his position with FLETC at the University of Maryland, Eastern Shore, as a GS-025/12 program manager. He has retired to full-time pastorate with the Upper Fairmount United Methodist Charge as pastor of three churches. Address/phone: P.O. Box 165, Upper Fairmount, MD 21867; (410) 651-2097 or (410) 968-2805.

**Hal Grovert** (GRCA 77-79, YOSE 79-82, KATM 82-88, FOMC 88-90, DEWA 90-95)

is the new assistant superintendent at Yosemite. Formerly he was assistant superintendent at Delaware Water Gap. Address: c/o Yosemite NP, Yosemite, CA 95389.

**Joanne Michalovic Hanley** (DSC, MORA, WASO, GWMP) is the new superintendent at Women's Rights NHP. She was an interpretive planner at National Capital Regional Office. Address/phone: 136 Fall St., Seneca Fall, NY 13148; (315) 568-2991.

**Larry Johnson** (HEHO 83-86, APIS 86-91, YELL 91-94) is the new GS-11 Rainy District ranger at Voyageurs. Previously he was the GS-11 Grant Village Subdistrict ranger at Yellowstone. Address: 704 16th St. E., International Falls, MN 56649.

**Valerie Naylor** (THRO 79-83, COLM 84, ORPI 85-87, BADL 87-94) has moved from a GS-025-11 assistant chief of interpretation at Badlands to a GS-025-11 district interpreter at Big Bend. Address: P.O. Box 116, Big Bend NP, TX 79834.

**William Nieto Jr.** is the Hispanic employment program manager for the National Capital Region. Address: 1100 Ohio Drive, SW, Washington, D.C. 20242.

**Mark Ragan** (DEVA 85-86, USFS 86-87, TUIN 87, GOGA 87-88, ANDE 88-94, BIHO 94-95) has moved from chief ranger at Big Hole National Battlefield to park ranger, living history specialist at Chesapeake and Ohio Canal NHP. He likes returning to the East, a world of history and his passion — living history.

**Gerry Reynolds** (YOSE, SEKI, GRCA, GLCA, CACA, YELL, DENA) has transferred from a GS-9 subdistrict ranger at Denali to a GS-11 district ranger position at Pinnacles. Address: c/o Chaparral Ranger Station, Box 488, Soledad, CA 93960; (408) 389-4526.

**Sharon K. Ringsven** (SHEN 90-91, ZION 92-93, HALE 93-94, BRCA 94), who was a seasonal dispatcher at Zion, now is a permanent maintenance support clerk at Zion. Address: P.O. Box 342, Springdale, UT 84767.

**Paige Ritterbusch** (LIHO 84-86, JNEM 86-87, HALE 87, SAMO 88-90, SAGU 90-91, PORE 91-94) has left a GS-9 park ranger post at Point Reyes for a GS-9 subdistrict ranger position at Sequoia/Kings Canyon. Address: Sequoia & Kings Canyon NP, Mineral King Subdistrict, Three Rivers, CA 93271.

**Scott Ryan**, a seasonal law enforcement ranger at Craters of the Moon, has returned to Memphis. Address: 2034 Walker Ave., Memphis, TN 38104; (901) 276-9505.

**Dale Silvis** (LAME 77-79, CUVA 79-82, DEWA 82-84, Department of Defense/Inspector General in Cleveland 84-90, YOSE 90-91, FIIS 91-94) has left Fire Island National Seashore as the West District ranger to become South District ranger at Cuyahoga Valley NRA. Address: Cuyahoga Valley NRA, 15610 Vaughn Road, Brecksville, OH 44141.

**Philip Tesarek** has transferred from the Corps of Engineers, where he was a chief interpreter, to Big Cypress, where he is a park ranger/interpreter in charge of the Oasis Visitor Center. **Ernestine Tesarek** will return to Canyon de Chelly for two months. She then hopes to move to the Everglades. Address: 33100 Tamiami Trail East, #123, Ochopee, FL 33943.

**Palma E. Wilson** (ASIS 77-79, JEFF 79, OZAR 80-84, HSTR 84-90, SCBL/AGFO 90-94) has left a GS-025-11 chief ranger post at Scotts Bluff NM and Agate Fossil Beds NM for the superintendent's job at Pipestone National Monument. Address/phone: P.O. Box 727, Pipestone, MN 56164; (507) 825-5352.

**Denny Ziemann** (CHOH 78, GWMP 779, NCPC 80-81, SHEN 81-86, GRTE 86-93, KATH 93-95) now is a GS-11 supervisory park ranger at Wind Cave. Previously he was a GS-11 criminal investigator in the Kodiak Field Office at Katmai. His spouse, **Lois Ziemann**, who worked for the Chugach National Forest, will work for the Black Hills National Forest. Address: RR 1, P.O. Box 190, Hot Springs, SD 57747. □



St. Paul Convention &amp; Visitors Bureau

The Minnesota State Capitol, with free guided tours daily, was designed by noted architect Cass Gilbert. It features the largest unsupported marble dome in the world.

**A** NPR heads to Minnesota for Rendezvous XIX from Wednesday, Nov. 8, through Sunday, Nov. 12, at the Radisson Hotel in downtown St. Paul. We will again meet jointly with the annual conference of the Association of National Park Maintenance Employees.

### Hotel Information

St. Paul is a city of panoramic views, from the river bluffs of the Mississippi to the majestic hills where the State Capitol and the Cathedral overlook the city.

Radisson Hotel St. Paul, 11 E. Kellogg Blvd., is right in the heart of downtown and rises 22 stories over the river. The hotel is minutes from the World Trade Center, the St. Paul Civic Center, the Ordway Music Theatre and the Science Museum of Minnesota. It's also near the State Capitol and the historic Lowertown district where St. Paul was born as a river town more than 150 years ago.

Rooms will rent for \$54 a night for singles or doubles. Make reservations by Oct. 1 by calling (612) 292-1900 by Oct. 1.

### Area History

Minnesota is named from the Sioux description of the Minnesota River, "sky-tinted water" or "muddy water." Fort Snelling, an outpost established in Indian territory, was built in 1819 on high west-bank bluffs, where the Minnesota River flows into the Mississippi.

In the late 1830s, other settlers built a

## Meet in Minnesota for Rendezvous XIX

scattering of cabins on the east bank a few miles farther downstream on land purchased from the Sioux, at the head of practical steamboat navigation. A French Canadian fur trader nicknamed Pig's Eye did a lively business in the new settlement selling whiskey to the soldiers, and gave his name to the shantytown that sprang up around him. Later settlers changed the name of the place to the less colorful but more respectable St. Paul.

On April 9, 1849, the Dr. Franklin No. 2 docked in the Lower Landing with news that Minnesota had become a territory and St. Paul its capital. The population was about 840, and four years later, 4,700.

In the 1850s land on the west bank was opened to settlers, and a village called Minneapolis grew there, its name formed from the Sioux for "water" and the Greek for "city." Today the Twin Cities, including the adjoining suburbs, number about 2 million people.

### Travel Information

Major highways (Interstates 94 and 35E) run through downtown St. Paul. It is a seven-hour drive from Chicago, four hours from Des Moines, and seven hours from Omaha. Minneapolis/St. Paul International Airport, is a 15-minute drive from downtown. The St. Paul Downtown Airport serves private aircraft. Budget Car Rental is located at the airport and Thrifty is available downtown.

Greyhound serves the city and has a downtown terminal. St. Paul also is served by Amtrak, which travels a major east-west line running from Chicago through St. Paul to Seattle. The Amtrak depot is about 10 minutes from downtown. Local transportation is provided by the Metropolitan Transit Commission. The St. Paul Skyway System in downtown has indoor walking paths connecting stores, shops, theaters and restaurants.

Omega World Travel is the Association's official travel agency. Reservations may be made by calling toll-free (800) 283-3239. Omega guarantees the lowest airfare at the time of ticketing, or it will refund double the difference.

### Recreational Opportunities

St. Paul abounds with things to do and see. The Minnesota Children's Museum is a hands-on participatory museum for kids. The Minnesota Valley National Wildlife Refuge offers miles of trails for hiking and biking.

The internationally acclaimed Minnesota Zoo features five exhibit trails through natural habitats. The Como Park, Zoo and Conservatory includes a Japanese garden and an 18-hole golf course, walking trails, and bicycle and canoe rentals. Crosby-Hidden Falls Regional Park offers hiking trails by the Mississippi and Mounds Park, the site of burial mounds for the Hopewell Indians.

The Science Museum of Minnesota has hands-on exhibits in science, technology and natural history. The Minnesota Museum of American Art focuses on regional contemporary artists.

The city has many performing arts attractions. Check the calendar of events published by the St. Paul Convention and Visitors Bureau; (612) 297-6985.

Historic sites are everywhere. The Cathedral of St. Paul, modeled after St. Peter's in Rome, was dedicated in 1915. The State Capitol and the Governor's residence are open for tours. The James J. Hill House was the largest mansion in the Midwest when it was built in 1891. Many of the city's oldest buildings are being restored in Lowertown.

The Mall of America, the largest shopping and entertainment complex in the U. S., is only 15 minutes from downtown. It offers a variety of malls, specialty shops, outlet centers and antique stores.

### Agenda

Program coordinators are Tony Sisto, Barbara Goodman and Phil Ward. If you have program suggestions or ideas, contact Sisto at home, (206) 285-8342, or (503) 228-2077; or Goodman at (813) 792-1841; or Ward at (602) 647-3711.

Make your plans now for another productive, fun and exciting Rendezvous! □

— Sarah Craighead  
Mesa Verde

**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 Date: \_\_\_\_\_

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) \_\_\_\_\_

	Category	Type of Membership (check one)	
		Individual	Joint
Active (all NPS employees)	Permanent	<input type="checkbox"/> \$ 30.00	<input type="checkbox"/> \$40.00
	Seasonal	<input type="checkbox"/> \$ 20.00	<input type="checkbox"/> \$27.00
	Retired	<input type="checkbox"/> \$ 20.00	<input type="checkbox"/> \$27.00
Life* (open to all individuals)	Active (NPS Employee)	<input type="checkbox"/> \$375.00	<input type="checkbox"/> \$500.00
	Associate	<input type="checkbox"/> \$375.00	<input type="checkbox"/> \$500.00
Associate	Regular	<input type="checkbox"/> \$ 30.00	
	Student	<input type="checkbox"/> \$ 20.00	
Supporting (indiv. & organizations)		<input type="checkbox"/> \$100.00	
Contributing (indiv. & organizations)		<input type="checkbox"/> \$500.00	
Subscriptions: 2 copies of each issue to organizations only		<input type="checkbox"/> \$ 30.00	

**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:	_____

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.

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

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

NPS  Other

NPS  Other

Name \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

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